

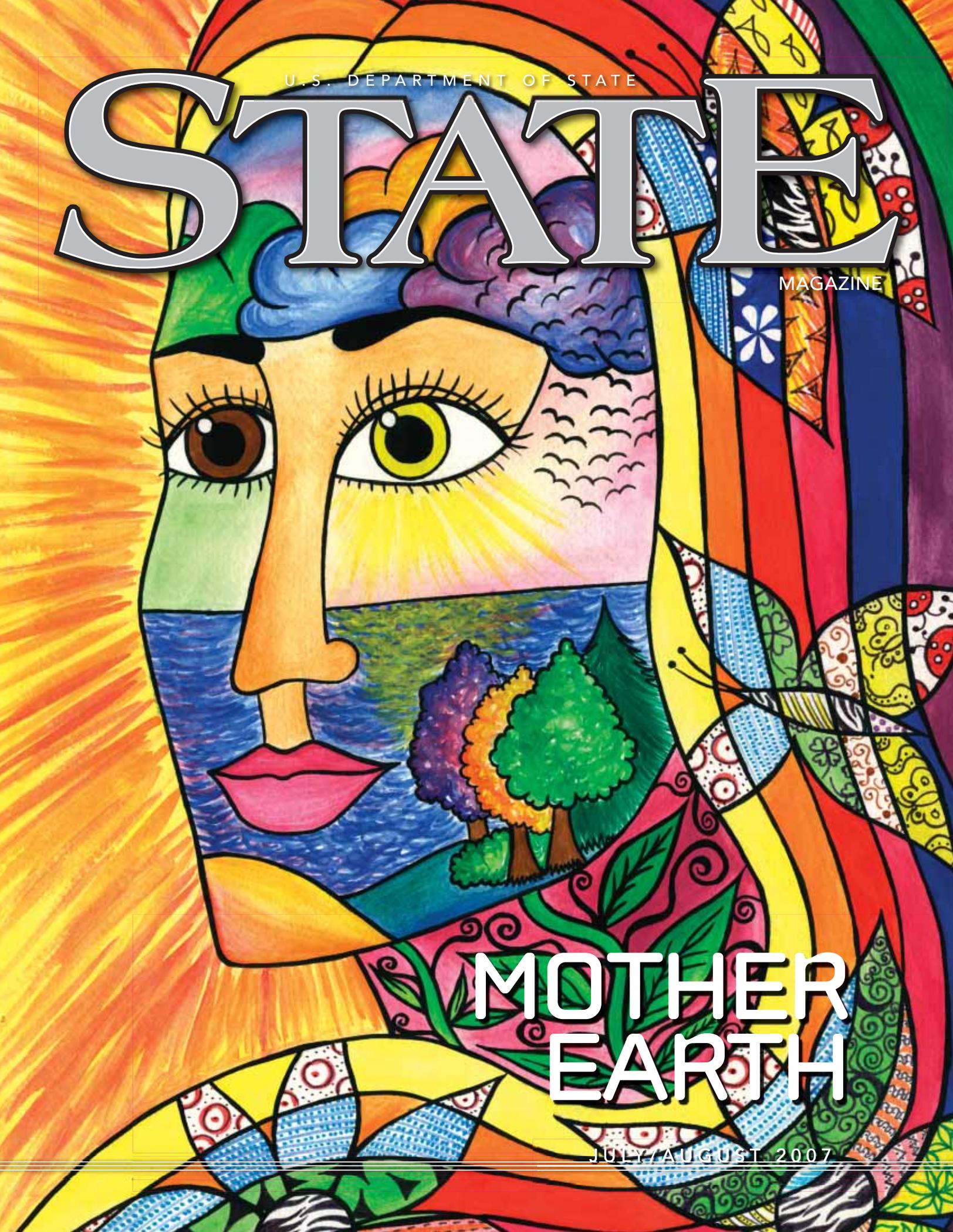
U.S. DEPARTMENT OF STATE

STATE

MAGAZINE

MOTHER EARTH

JULY/AUGUST 2007



CONTENTS

STATE MAGAZINE + JULY/AUGUST 2007 + NUMBER 514

20

Crate Ideas

American ingenuity helps Swazi schoolchildren.



36

Foreign Affairs Day

Frontline diplomats confront a changing world.



42

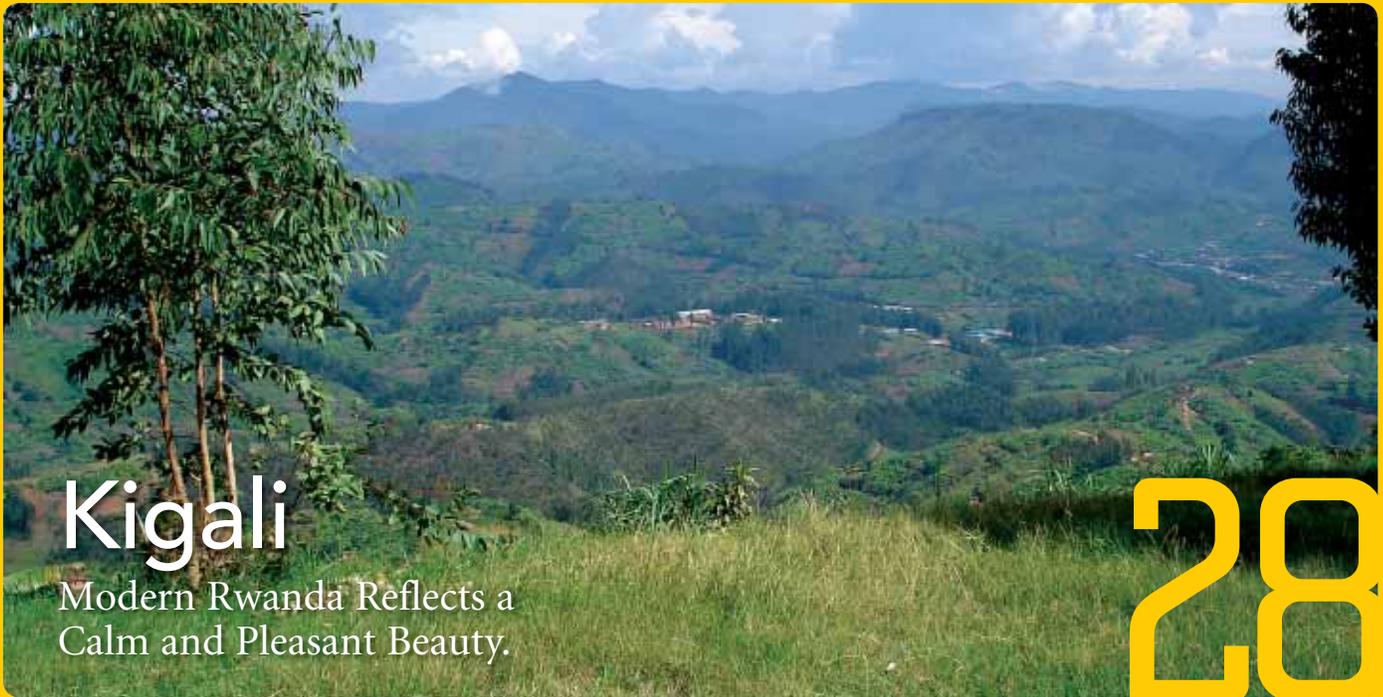
Security First

Diplomatic Security team supports Transformational Democracy in Liberia.



ON THE COVER

Mother Earth and the world environment, as seen by 15-year-old Mariya Nikolova of Kazanlak, Bulgaria, one of three winners in the Department's 2007 international Earth Day art contest.



Kigali

Modern Rwanda Reflects a Calm and Pleasant Beauty.

28

12 Earth Day Artists

Three Earth Day artists have transformational experience.

22 A Worthwhile Weekend

IT specialist applies skills to hostage videotape.

24 Peace Through Music

Hybrid band bridges musical traditions.

26 Saving Lives

Embassy security team responds quickly to Iraq bombing.

40 Science & Technology Abroad

Jefferson Fellow promotes S&T exchanges with Africa.

46 Operation Warfighter

Department helps wounded service members during recovery.

48 'Gold Standard'

OMB calls Department's data-sharing system the best.

50 Training 'Ops'

Operations Center takes on added role.

COLUMNS

2 FROM THE UNDER SECRETARY

3 READERS' FEEDBACK

4 FROM THE DG

5 IN THE NEWS

52 MEDICAL REPORT

54 APPOINTMENTS

55 RETIREMENTS

56 EDUCATION & TRAINING

57 OBITUARIES

60 THE LAST WORD

Advancing Our Mission Through Public-Private Partnerships

Secretary Rice has described Transformational Diplomacy as “rooted in partnership.” The Secretary’s vision calls for us to innovate and be creative as we expand the influence of diplomacy and the Department. Public-private partnership can be a powerful and transformational tool that infuses the Department with new ideas, new best practices and the results-based orientation of the private sector.

Diplomacy is at the center of our nation’s efforts to secure a peaceful and prosperous future for the United States and a robust, mutually beneficial engagement with the international community. Partnerships with the private sector—including academic institutions, foundations, nongovernmental organizations and the business community—can amplify and reinforce our traditional diplomatic tools by drawing on the unique attributes of each sector.

Private Sector Partnership Office

While partnerships are not new, actively promoting them as a mainstream tool to accomplish the Secretary’s strategic priorities is. In the summer of 2006, Secretary Rice established a task force to make recommendations aimed at expanding the Department’s use of public-private partnerships.

In addition to creating a Web site to better share information on State’s partnerships and coalescing a group of stakeholders from within the Department, the primary recommendation of the task force was to create a center of excellence to identify and implement measures to promote partnership activity.

I am very pleased to announce that, as a result, just such an office is being launched in the Bureau of Resource Management. This new office will provide powerful tools and information to Department personnel who are actually our partnership practitioners and will be a focal point to share successful experiences, best practices and models and to advocate for the changes needed to optimize this important activity.

As its first deliverable, the center has begun to assemble a database of existing



State partnerships. With more than 100 partnerships captured, the database illustrates the wide array of partnerships in which the Department is already engaged. This is a first for the Department and will be a searchable Web site for all of us.

One example of a partnership is the U.S.-Middle East Partnership for Breast Cancer Awareness and Research, which is providing medical expertise and support to reduce breast cancer incidence and increase early detection in the Middle East.

Another partnership, the Overseas Schools Advisory Council, is composed of 25 representatives of American business firms, who provide advice on overseas educational issues and conduct a program of educational assistance for these schools.

Private Sector Perspective

The center also supports the work of the Transformational Diplomacy Advisory Committee’s working group on private sector partnerships. Committee members include Maria Elena Lagomasino, CEO of Asset Management Advisors, LLC; Governor

John Engler, president and CEO, National Association of Manufacturers; Kenneth Derr, retired chairman and CEO, Chevron Corporation; Yousif Ghafari, chairman of Ghafari Associates; and Harold “Terry” McGraw, chairman, president and CEO of The McGraw-Hill Companies. The working group will make recommendations to Secretary Rice to build on partnership activity already under way.

Undoubtedly, some change will be needed, including building new competencies and expertise among both Foreign and Civil Service employees. It will also require that we rethink our assumptions about the role of government and adjust to thinking of the private sector as a strategic partner at all levels of planning, operating, funding and governing.

Value of Public-Private Partnerships

Well-conceived partnerships can realize substantial cost savings, extend the reach and impact of our funding and allow all partners to bring their strengths to the table to work in concert across sector stovepipes. To be successful, partnerships must

- Advance the strategic objectives of both the government and private partners.
- Require shared risk, investment and reward.
- Include interests that are as compelling to the private sector as policy and programmatic interests are to us.
- Leverage resources to jointly produce outcomes with greater impact than could be achieved individually.

Transformational Diplomacy is more than a policy statement. It describes our engagement around the world, in capital cities and emerging centers of industry, and influences working with traditional partners and new ones and through real communities and virtual ones. Public-private partnerships offer opportunities to leverage private sector ingenuity, efficiencies, information and resources to achieve together what we could not do alone. ■

Leadership Is About People

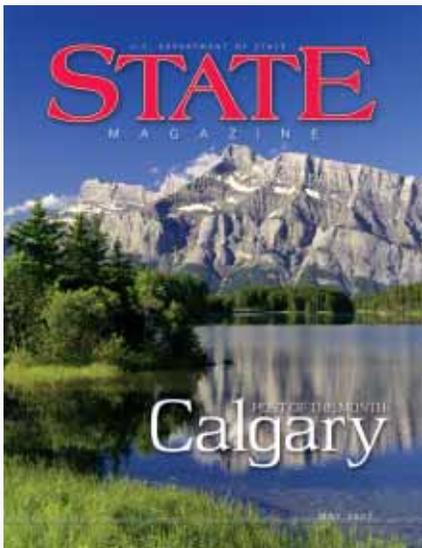
I was particularly interested in the column on leadership by Under Secretary for Management Henrietta Fore in the May issue. As a university professor (now at the State Department as a Foster Fellow) who teaches strategy, innovation and leadership to both undergraduate and MBA students, I was glad to see that the Department is following a similar path for developing leaders as the private sector. Leadership is one of the main traits that industry is now looking for in new hires.

The 10 items discussed by Under Secretary Fore can be considered the “Ten Commandments” for good leadership. I would like to add one more from former Secretary Colin Powell that could be considered the golden rule for good leadership:

“Leadership is all about people. It is not about organizations. It is not about plans. It is not about strategies. It is all about people—motivating people to get the job done. You have to be people-centered.”

Larry Chasteen

*Management Professor/Foster Fellow
Office of Weapons of Mass Destruction Terrorism*



Great Publications

I have just enjoyed reading your article (May issue) about the team that puts together the Bureau of International Information Programs’ publications.

I commend these journals to everyone. The Outline Series is excellent. The poster shows are attractive and useful in schools, at conferences and at our embassies in Wellington and Apia and our Auckland consulate to inform audiences about different issues.

So a big thank you from Down Under to George Clack and his team.

Christine Vivian
*Public Affairs Section
U.S. Embassy, Wellington*

Paul Claussen

Just a short note to express my appreciation for the fine obituary of Paul Claussen, which appeared in the June issue. I met Paul this past autumn, when we worked on commemorating the bicentennial of U.S.-Russian relations.

During our short association I noticed many of the fine attributes mentioned in the obituary. Consequently, I wanted to thank the author for providing a wonderful sketch of this superb historian and extraordinary person.

Bill James
*Public Diplomacy Desk Officer
Belarus, Moldova, Russia and Ukraine*

LET US HEAR FROM YOU



E-mail
statemagazine@state.gov



Fax
(202) 663-1769



Phone
(202) 663-1700



Mailing Address
2401 E Street, NW
HR/ER/SMG, SA-1, Room H-236
Washington, DC 20522-0108

Letters should not exceed 250 words and should include the writer’s name, address and daytime phone number. All letters become the property of *State Magazine*. Letters will be edited for length, accuracy and clarity. Only signed letters will be considered.

Challenges and Accomplishments

After 26 challenging and exciting years in the Foreign Service and 35 total years of federal employment, I will be retiring from the Department. As I look back on my past 14 months in HR, I'm pleased about what we have been able to accomplish together.

Our top priority has been to create a workforce better able to carry out Secretary Rice's vision of transformational diplomacy. We have moved positions to areas of growing regional or global importance and have made some changes to the assignments process to ensure that we staff our most critical posts first with qualified people. We have also taken a careful look at how we might better attract and retain an outstanding workforce as broadly representative of the American people as possible.

As a result of aggressive recruiting, the Department has significantly increased its rank as an ideal employer among undergraduate students. In May of this year, *BusinessWeek* reported that, for the second year in a row, undergraduates had ranked the Department as one of the top five entry-level employers. In fact, ours was the highest ranking federal agency, listed right under Google, Disney and Apple. Also, in a survey of executive branch employees at 30 large federal agencies, the Department placed first among women, third in its support for diversity and sixth overall in the Best Places to Work in the Federal Government rankings this year. These are major accomplishments, and we will continue on the path to making the Department an even better employer.

Despite these achievements, I'm concerned about the increasing challenges we face in light of the resource restraints

that hinder our ability to carry out robust diplomatic work both at home and abroad. The essence of Transformational Diplomacy will have to be enhanced outreach to foreign audiences for them to



gain broader understanding not only of our policies, but also of who we are as a people. Well trained, knowledgeable generalists and specialists and, for that matter, everyone at a post will have to work harder and smarter in support of this effort. But it cannot be done effectively if we continue to be short-staffed and are unable to provide the necessary opportunities for training, details and exchanges that will develop the next generation of interagency-savvy people capable of meeting the asymmetric challenges that confront our country.

On a personal note, I want to thank everyone in the Department for the

support and assistance provided to me and the personnel assigned to the HR Bureau. Many good ideas and suggestions have been sent to us via the DG Direct channel, and some have already been adopted and put into practice. As we continue to modernize our procedures and work toward new and better ways of providing good customer service, we will always need and welcome good ideas on how to better support our Foreign Service, Civil Service and Foreign Service National colleagues.

Finally, my wife Jo Ann joins me in expressing our appreciation to every single member of the Department serving at home or abroad for their hard work, service and sacrifice. We all say that without a moment's hesitation to our men and women in uniform, as we should. But the same should also be said to the personnel of our State Department and the other foreign affairs agencies who often serve far from home in unhealthy and unsafe environments, exposing themselves to danger in high-threat posts, health hazards, political and economic upheavals, in many instances with their loved ones (including partners) right there beside them. Our Civil Service personnel who today are serving overseas in the hundreds merit special thanks for taking on unexpected challenges in our most difficult posts and performing so superbly. Everyone in the Department has made an important, valued contribution that deserves our highest praise and respect.

And if one day at your embassy you encounter a former DG in need of assistance, please do your best to help him stretch his retiree dollars as far as possible. ■

“The essence of Transformational Diplomacy will have to be enhanced outreach to foreign audiences.”

NEWS



The AIT climbers used the Stars and Stripes to accessorize.

SKY-HIGH STAIRS

American Climbers Conquer World's Tallest Building

Looming just a mile west of the Taipei office of the American Institute in Taiwan is Taipei 101, the world's tallest building—for now. Completed in 2003, this statuesque structure is noted not only for its height, but also for its graceful design. With the soon-to-be-completed Tower of Dubai waiting to usurp the “world's tallest building” title, Taipei 101 is savoring its moment in the sun.

Besides shopping, restaurants and abundant office space, Taipei 101 features the world's longest stairwell, tailor-made for challenge-seekers. A couple of times a year, organizations sponsor climbs to raise

money for charities.

On May 5, a climb was held to raise funds for Garden of Hope, an organization that helps disadvantaged girls and young women who have been abused. A couple of persuasive fellows at AIT's U.S. Commercial Service office talked a dozen or so of their colleagues into spending this particular Saturday morning huffing and puffing in a windowless stairwell without air conditioning—for a good cause and for the glory.

AIT Director Steve Young, an enthusiastic runner and veteran of a previous charity climb of 101, led the AIT team. Others included one of the most

senior Locally Employed staff, Francis Li, an avid mountain climber, and Jean Pierre-Louis from AIT's Kaohsiung office in southern Taiwan, who traversed most of the island by train just to take part.

Jogging jauntily through the lobby to the stairwell, the AIT team looked fit and confident. Taking the stairs two at a time, the team attacked the first 10 floors. But then, the reality of the challenge slowly began to sink in. Every landing looked the same as the one before, seen only through sweat-blurred eyes. Yet the team struggled upward. Eventually every member crossed the finish line with a smile.

A sweaty Director Young, who completed the climb in a mere 19 minutes and 35 seconds, was interviewed by Taiwan's eight TV news networks on the rooftop, while the rest of the team enjoyed the view from the world's tallest building.

PLUS>>>

HR Automates Paper-Based Personnel Processes + New Web Sites on U.S. Diplomacy Launched + Resource Center, Visa Services Return to Kabul + Managua Seeks Help on History Collage



HR Automates Paper-Based Personnel Processes

The Bureau of Human Resources is constantly evaluating antiquated, paper-laden processes. Looking to make improvements through automation, HR is rolling out several initiatives that will support the employee performance planning, review and approval process; reengineer Foreign Service travel messages; and provide greater employee and manager self-service capabilities.

This fall, HR will pilot an electronic ePerformance component of the Global Employee Management System, which will allow employees and managers to complete the performance appraisal process online.

ePerformance enables managers to create and maintain performance documents, enter preliminary ratings and notes for planning purposes, and perform adminis-

trative tasks such as review and approval. The employee will be able to review prior performance documents and update and enter notes for planning purposes. During the pilot period, employees and managers will be given a choice of using the electronic or paper process.

Employees and managers will have greater self-service capabilities at their desktops through added functionality within HR Online. Self-service functions will allow employees to initiate data changes in their personnel records. Managers will have a mechanism to approve employee-initiated transactions and initiate personnel actions.

HR is also reengineering the cable-based Foreign Service travel message process to automatically process employee transfers

and assignments. The new TM-8 process automatically transmits the date of arrival at post and other assignment-related data from the Post Personnel System to GEMS. The new process will replace the manual creation of the TM-8 cable and the SF-52/50 personnel action forms. It should eliminate duplicate data entry, reduce processing errors, integrate existing systems and databases and speed up data processing times.

HR/EX expected to release this long-awaited solution to a very labor-intensive process by early summer and will automate the remaining travel messages shortly thereafter.

HR is working closely with program offices and labor unions to capture requirements and receive feedback.

Association Launches Web Sites on U.S. Diplomacy

The Association for Diplomatic Studies and Training has launched two new Web sites on U.S. diplomacy.

First, ADST developed an instructional site on the history, practices and traditions of U.S. diplomacy at www.usdiplomacy.org. Designed to provide background and context to those interested in foreign affairs careers, it is also of interest to a wide range of other audiences.

This project was undertaken with a grant from the Una Chapman Cox Foundation, and the site became operational in January. Although various sources in the Department, including the Office of the Historian, were consulted to ensure accuracy, the site does not purport to represent the views of the U.S. government.

The site starts with an overview of U.S. diplomatic history and includes texts and video clips of notables such as Dean Acheson, Roz Ridgway, Terence Todman and others. A list of useful Web sites on foreign affairs, including a link to careers.state.gov, is included.

Paul Blackburn, a former Senior Foreign Service officer and specialist in public diplomacy, was engaged to produce the site. He was supported by ADST staff and successive teams of college interns.

Second, in February, ADST began placing the transcripts of its diplomatic oral history collection, "Frontline Diplomacy," on the American Memory Web site of the Library of Congress (www.loc.gov). Some 1,300 transcripts are on the site, and more will be added. The oral history interviews are collected through a program that has been directed by former senior FSO Charles Stuart Kennedy since its inception in 1986.

Currently, ADST is conducting eyewitness interviews on the North-South Sudan peace process (in collaboration with the U.S. Institute of Peace) and "lessons learned" interviews for the M

family of bureaus on the mass departure of American citizens from Lebanon last summer.

ADST is an independent, nonprofit organization located on the



ADST President Kenneth L. Brown reviews the usdiplomacy.org Web site with FSI Director Ruth Whiteside.

campus of the Foreign Service Institute. Since 1986, it has been committed to supporting training at FSI and advancing knowledge of U.S. diplomacy. The latter effort includes publication of books and mounting of exhibits. The association's Web site is www.adst.org.

Resource Center, Visa Services Return to Kabul

In a sign of gradual return to normalcy, the U.S. Embassy in Kabul recently experienced two historic events:



A religious leader from Paktika, left, is interviewed by Bashir Mamnoon, senior American Citizen Services assistant, and Jessica Simon, vice consul.

the opening of an American Information Resource Center and the commencement of limited visa services. Both services had ceased in 1979 following the murder of the U.S. ambassador in Kabul and subsequent deterioration in diplomatic relations between the United States and Afghanistan.

On April 5, U.S. Ambassador Ronald E. Neumann, along with Afghan Minister of Information and Culture Abdul Karim Khuram, inaugurated the AIRC. The new facility is inside the recently renovated embassy building, which Neumann's father, Ambassador Robert G. Neumann, dedicated in 1967. The center will serve Afghan audiences who want to gain a better understanding of U.S. culture,

society and institutions. It offers books, research services, a video collection, satellite TV and high-speed Internet access.

"This Information Resource Center represents one way of looking beyond war and crisis," Ambassador Neumann said, "to focus on the things that bring people together—the exchange of information, the chance to talk about the issues that mean something to all of us."

Just a few weeks later, the U.S. Embassy in Kabul's Consular section inaugurated the first stage in expanded nonimmigrant visa

services, conducting the first NIV interviews at post since 1979. The accomplishment was the culmination of months of coordinated effort by the Consular, Regional Security, Management, Information Systems and Facilities Maintenance offices. Support from Washington was also essential.

Newly arrived Ambassador William B. Wood greeted a group of eight NIV applicants, all of them Paktika Province government or tribal representatives who are participating in a special International Visitor Program organized by the embassy's Public Affairs section and Provincial Reconstruction Team Sharana's political officer, Timm Timmons, and political assistant Rashid Hassanpoor.

MANAGUA SEEKS HELP ON HISTORY COLLAGE

A question for Department employees who served in Nicaragua: Do you have any old photographs, pictures, slides or magazines from your tour in Nicaragua that you would be willing to share?

After many years, the U.S. Embassy in Managua will move from its temporary buildings into a new embassy compound and is putting together a collage to be displayed in the new office building. This work of art is designed to proudly display the history of the embassy and the people who have worked there.

On June 22, 1849, Ephraim George

Squier arrived as the first official U.S. representative in Nicaragua. Since then, many Foreign Service officers, specialists and Locally Employed staff have made history in Managua.

The mission is looking for pictures of people, buildings and events. Please send scanned images to WyrickME@state.gov. Brief descriptions of the scanned images would be greatly appreciated. Hard copies can be sent to:

U.S. Embassy Managua
Attn: Transition Coordinator
Unit 2702, Box 1
APO, AA 34021

STATE

M A G A Z I N E

MAGAZINE STAFF

Rob Wiley
EDITOR-IN-CHIEF

Ed Warner
WRITER/EDITOR

Bill Palmer
WRITER/EDITOR

David L. Johnston
ART DIRECTOR

ADVISORY BOARD MEMBERS

Maurice S. Parker
EXECUTIVE SECRETARY

Kelly Clements
Annette R. Cocchiari
Margot A. Sullivan

State Magazine (ISSN 1099-4165) is published monthly, except bimonthly in July and August, by the U.S. Department of State, 2201 C St., N.W., Washington, DC. Periodicals postage paid at Washington, D.C., and at additional mailing locations.

CHANGE OF ADDRESS

Send changes of address to *State Magazine*, 2401 E Street, N.W., SA-1, Room H-236, Washington, DC 20522-0108. You may also e-mail address changes to statemagazine@state.gov.

SUBSCRIPTIONS

State Magazine is available by subscription through the U.S. Government Printing Office by telephone at (202) 512-1800 or on the web at <http://bookstore.gpo.gov>.

SUBMISSIONS

For details on submitting articles to *State Magazine*, request our guidelines, "Getting Your Story Told," by e-mail at statemagazine@state.gov; download them from our Web site at www.state.gov; or send your request in writing to *State Magazine*, 2401 E Street, N.W., HR/ER/SMG, SA-1, Room H-236, Washington, DC 20522-0108.

The submission deadline for the October issue is August 15. The deadline for the November issue is September 15.

In an activity organized by the Andean Desk, Take Your Child to Work Day attendees learn from Janine Keil, back center, how to use popsicle sticks and yarn to make *ojos de dios*, a traditional craft sold in Andean markets.



Child to Work

SPECIAL DAY BRINGS CHILDREN TO THE WORKPLACE **BY ED WARNER**

This year's Take Your Child to Work Day was unique for running concurrently with the Department's Earth Day activities. As a result, some of the 625 or so children who came to see their parents' workplace on April 26 also got a chance to see Mickey Mouse, an Earth Day invitee who came to a general assembly session focusing on both celebrations.

Take Your Child to Work Day gave attendees a choice of activities, including

meeting the Department's bomb-sniffing dogs, a Bureau of Diplomatic Security presentation that is traditionally among the most popular activities. The children, however, could only go to the dogs if they were registered in advance via the Bureau of Human Resources' online system, which helped ensure seating for the most popular events. The list of events that filled early included the DS dogs, the outing to the Air and Space Museum hosted by the Bureau of

Oceans and Environmental and Scientific Affairs and the Tin Man Recycling Workshop, a new-for-2007 presentation by the Bureau of Administration.

Penny McMurtry, the day's coordinator in HR, said the recycling workshop was just one of eight A Bureau presentations, a record number for any bureau. The bureau's "just phenomenal" involvement, she said, also included garnering plenty of rooms for the day's activities and hosting Jamestown



Above: Deputy Secretary John Negroonte swears in attendees as Department employees for a day. Left: IRM Web Developer Lisa Thomas helps Take Your Child to Work Day attendees design Web sites. Below: U.S. Ambassador to El Salvador Charles L. Glazer greets his post's Take Your Child to Work Day contingent in his office.



Journey, a presentation highlighting the colonial settlement's 400th birthday. McMurty, a special projects officer, said the Department's Take Your Child to Work Day is the largest held by any federal agency.

At the Bureau of Information Resource Management's presentation on building Web sites, Web Developer Lisa Thomas said the children had such a wonderful time some didn't want to leave when it ended. One parent attendee, she added, wanted information about creating a home page for his office.

The day was also celebrated at posts abroad. At the U.S. Embassy in San Salvador, El Salvador, the eight attendees toured the videoconferencing studio and had a video conference with children in Washington and at the U.S. Embassy in Honduras. Eden Stern, daughter of Cultural Affairs Officer Marjorie Stern, said they "made new friends that maybe sometime we could meet in person." ■

The author is a writer/editor for State Magazine.

Meet the Future

Editor's Note: As part of State Magazine's "Writer's Block" presentation for Take Your Child to Work Day, we offered to print the best short stories written by the participants to describe their parents' jobs. Here are the (slightly) edited versions from five future writer-editors.

Flawless Reporter

By Maddy Warner

Ed Warner, my dad, works in the Office of Inspector General. I interviewed him to find out more about his office and his personal job. This office has an important job—it basically



inspects and searches parts of the State Department for flaws that need attention. Without the people doing this, Department management and security could overlook problems that might need attention.

Since this job is all about getting rid of flaws, the report also has to be flawless. That's when Warner does his job. He is an editor, meaning he corrects all the mistakes in grammar, punctuation and spelling. But editing is harder than it might seem.

"I have to print the document out after editing it on the computer," he tells me, "and edit it again by hand, because it is easier to notice details when the text isn't confined in a tiny computer screen."

But that's not all the determined Warner does. He writes additional forms that show the actions that need to be taken and also teaches inspectors how to write these reports. Good thing Ed Warner has lots of patience.

Dollar Watcher

By Ashley Uygur

Today, I am coming to the State Department for Bring Your Child to Work Day. Neither of my parents works for the State Department, but I was able to come with my aunt instead. I have been looking forward to this experience since late March, and I'm very excited about learning something new.

My aunt works for the Overseas Buildings Operations. This bureau is responsible for building, renting or buying the embassies, consulates and housing that State Department employees use to do their jobs.

Most of the embassies and consulates are built by construction contractors. These buildings must also be maintained, so OBO uses maintenance contractors, as well. My aunt's job is to look at these contracts to make sure that government money is being spent wisely. She also looks at how different offices in OBO are working to see if there may be a better way of doing things.

I read one issue of *State Magazine*, and it intrigued me a lot. Normally, I don't read magazines or newspapers, but I really enjoyed the Department's magazine. I am a person whose life is all about words. All I do is write. I'm planning on a profession in writing books and novels, but don't be surprised if, in the future, there is an article in *State Magazine* by Ashley Uygur.



Ms. Uygur's aunt, Zerrin Langer, works in OBO's Internal Review/Operations Research office.

Sitting and Editing

By Jennifer Warner

Ed Warner may be known for bad jokes and dumb puns at home, but at work he has a way with words. My dad is one of the technical writer-editors for the Office of Inspector General. His job is to edit the reports of inspection results that people write.



The reports that Dad edits are about inspections of the embassies and divisions of the State Department. These inspections are composed of two major things—management and security. Management mostly deals with financial and public diplomacy issues. Security is more about how the people and information of the division are protected. When a report is written, my dad edits it, writes a summary, fills out any

needed forms and puts letters in for the people who should get the report. He makes a sort of package.

But Dad does more than just sit around and edit papers all day. One cool thing he does at work is to teach a class every year on writing reports like the ones he edits. He tells his students what should be provided in a report and helps them get the hang of writing them. He also helps people who sometimes look for just the right way to explain something, or make a statement. He helps them decide how to phrase things in their writing. One last thing that he does at work is to act as an “air traffic controller” for all the reports he edits; he keeps track of where each report is and sends it to different people to read and sign.

Dad loves his job as editor because he enjoys editing, but mostly because of the people he works with. He is great friends with his coworkers and enjoys working with them. Also, Dad says that his bosses are phenomenal. He describes his boss as honest, kind and totally empathetic, and describes her boss as funny, outgoing but not goofy, very down-to-earth. To me, being a technical writer-editor for the State Department sounds great.

Maddy's and Jennifer's dad, Ed Warner, was on Take Your Child to Work Day a technical writer-editor for OIG. He recently joined State Magazine as writer-editor.

Seething Diplomat Soother

By Charlotte Fennell

My father, Steve Fennell, has worked at the State Department for a while now. He started out as a contractor, doing something. I'm not sure what it was that he actually did, but I'm sure it was very important to the welfare of the universe as we know it. Eventually, he became a government employee.

He worked in the inbound section of the Transportation Department, helping to make sure that the belongings of the returning U.S. diplomats got back to America like they were supposed to. This job is a little more difficult than it sounds. Not only did he have to actually figure out WHY Timbuktu lost the diplomat's cargo, find out where it went, then send it to the right place; he also had to explain to said seething diplomat that it wasn't HIS fault that Timbuktu lost all their stuff, and if they want to yell at someone that they should get in touch with Timbuktu.

After he did that, I believe he did the same thing, only for diplomats in Europe.

Now my father works for the outbound section of the Transportation Department as a “Traffic Management Specialist.” When I asked him what that means, he said “Not much; it just means I help our diplomats get their belongings from the U.S. to their posts.” He makes



sure that diplomats going to a foreign country actually have their stuff when they get there. He makes the shipping arrangements and informs the diplomats of how much and what kind of stuff they can bring (No, sir, you may not make a shipment of frozen dinners, there will be food there).

The diplomats are important, sure, but they wouldn't be very happy without their stuff. The reason that their stuff is there and comes back to the states with them is my daddy and his colleagues in the Transportation Department.

Ms. Fennell's dad, Steven Fennell, is an EUR Transportation Counselor in the Transportation Operations division of the Transportation and Travel Management office.

e*Phone Home

By Sheila Zhu

My mother works to support the ePhone Web site and the help desk. She helps people log into the ePhone when they can't log in and the Web site fails to recognize the user. Most of the time, she works on tickets to help people solve problems. She also grants people access—administrative, executive, special access—to personal records and information, etc. on ePhone.

She instructs people on proper log-in procedure,

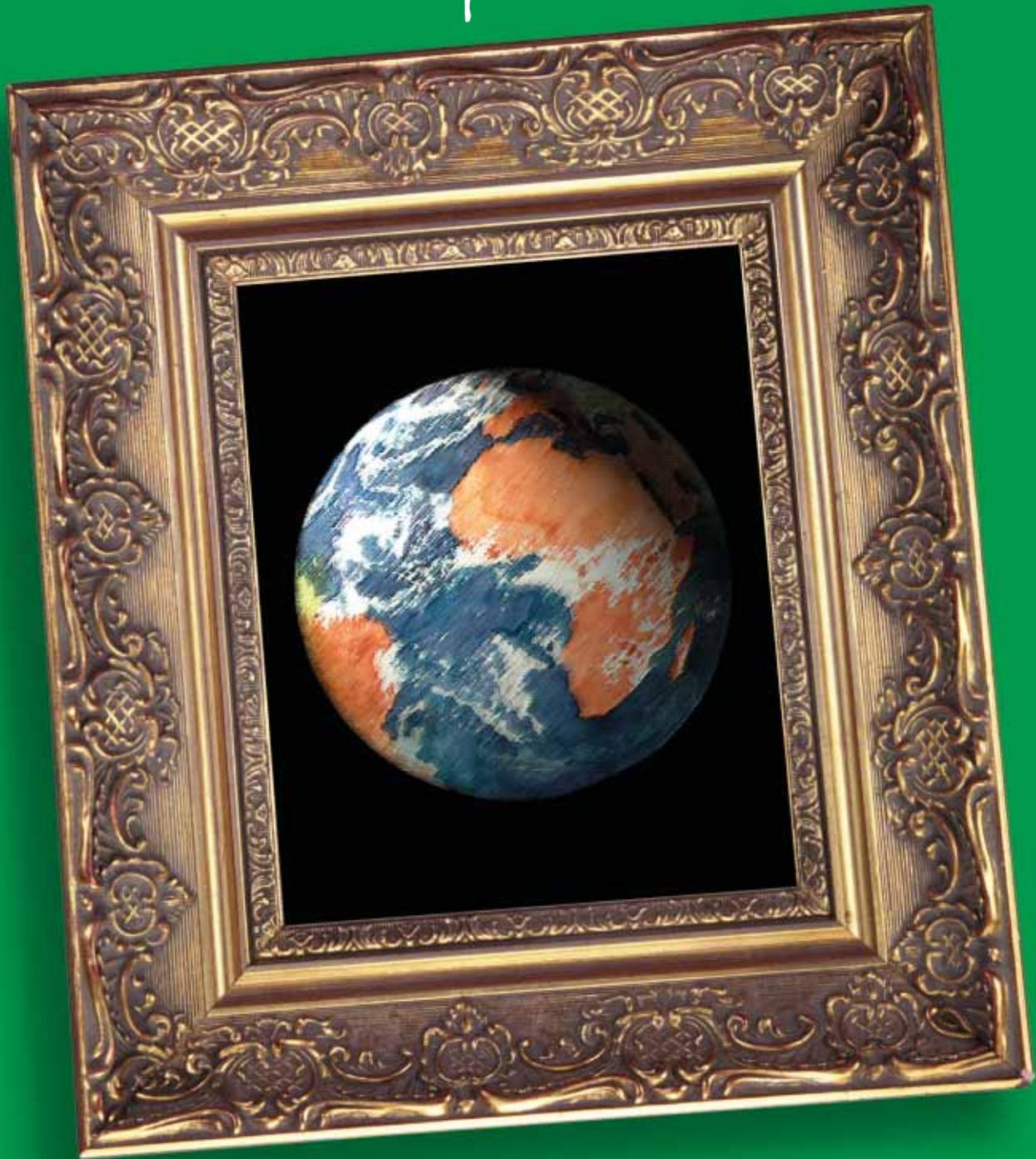
and sometimes helps solve extra problems after users have successfully logged onto the site.

She also does data analysis and fixes data mishaps. There are many people who work at the State Department, so mistakes on data records are not uncommon. She analyzes employee data. Would you want my mother's job? These are all the things she does during her work day. ■

Ms. Zhu's mother, Xunli Zhu, works in the Applications Programming Division of Information Resource Management's Systems and Integration Office.



Earth Day Artists



EARTH DAY ARTISTS HAVE
TRANSFORMATIONAL EXPERIENCE
BY RUSSELL N. NEWELL



Receiving the applause of the Take Your Child to Work Day audience are, from left, Beth Stevens, Soo-yun Ga, Anna Kutuzova, Mickey Mouse and Mariya Nikolova.

In April 2007, transformational diplomacy took the form of three young girls and their mothers, who were overwhelmed by their first journey to Washington, D.C. Two of the families had never been to the United States, and none spoke or understood much English.

Yet, for the next four days, they would all participate in a public diplomacy initiative that would transform their lives and affect and educate many more children around the world.

The three girls—Mariya Nikolova from Kazanlak, Bulgaria; Soo-Yun Ga from Bundang, South Korea; and Anna Kutuzova from Polatsk, Belarus—had won the grand prize in an international Earth Day art contest for children in the age groups 10–11, 12–13 and 14–15.

The contest was conceived by Claudia A. McMurray, assistant secretary of state for oceans, environment and science, and sponsored by the Department of State. The offices of the under secretaries for management, global affairs and public diplomacy and public affairs also helped run the contest and host the awards ceremony.

The Environment's Importance

The contest's theme was "What is important to you about the environment?" Its goal was to highlight U.S. leadership on environmental issues and inspire children to help protect the world's lands, water and wildlife. Thousands of children from 40 countries participated.

Early on the morning of April 26, the

three tired, yet excited, grand-prize winners were driven to the Department, where the ambassadors of the Republic of Korea and the Republic of Belarus, the first secretary for political and cultural affairs from the Republic of Bulgaria and families from each nation's embassy welcomed them.

The three girls mingled in the Department's Exhibit Hall and posed for photographs with dignitaries. Then they entered the Dean Acheson Auditorium, where more than 500 children of Department employees were participating in Take Your Child to Work Day. There, they received welcomes and congratulations from two under secretaries, an assistant secretary and the Department's second-ranking official, Deputy Secretary John Negroponte.

"I want to congratulate all three of you," Deputy Secretary Negroponte said, after asking each girl to stand. "Your fine works of art, as well as the thousands of other works submitted, show not only tremendous artistic ability but also the



Top: Soo-yun Ga's winning entry, titled *Abandoned Ship—Seoul*. Above: Mariya Nikolova takes a break while touring the sites of Washington, D.C. Right: Nikolova, Soo-yun Ga and Anna Kutuzova play a prank on the author while visiting Disney World.

PHOTOGRAPHS: MICHAEL GROSS; (OPPOSITE PAGE TOP): CORBIS



“Everything that happened to me was unbelievable, starting from the award ceremony in Washington to the visit in Disney World. Every single minute of my stay in the United States was unforgettable, and I will remember this all my life.”

— Mariya Nikolova, Kazanlak, Bulgaria

importance of the Earth to so many children around the world.”

Beth Stevens, vice president of Disney Corporation’s Animal Kingdom, also spoke to the children about conservation and introduced a special guest. To the delight of all, Mickey Mouse descended from the back of the auditorium and gave Soo-yun, Anna and Mariya gifts from Disney.

Off to Disney World

Stevens then announced that Disney was flying the trio and their mothers to Walt Disney World in Orlando, Fla., for a three-night stay as VIP guests. They flew to

Florida that evening, and the next morning were whisked to Disney’s Animal Kingdom. Disney then filmed the children on the park’s Kilimanjaro Safari and a tour of the Pangani Forest Exploration Trail, where they learned about wildlife and Disney’s conservation efforts.

The girls also got a behind-the-scenes tour of Epcot Center’s The Living Seas exhibit, where they saw a rare baby sea turtle, manatees, dolphins and sharks, and learned about Disney’s efforts to protect the oceans and their inhabitants.

Finally, the three winners learned a few simple ways to help the environment in

their hometowns by picking up trash in parks and along rivers, recycling, conserving energy and spreading awareness of the need to protect endangered animals.

Each girl said the trip to America changed her life. The three girls and their mothers also forged friendships with each other. On the morning they said goodbye, the girls walked arm-in-arm a short distance away from their mothers and the Disney tour guides to have a private moment together. Though they did not speak each other’s languages, they shared a bond transcending language and culture. Since the trip, they have kept in touch and exchanged gifts.



Environmental Allies

Press coverage in Korea, Belarus and Bulgaria on the contest and the winners’ visit to the United States was overwhelmingly positive. The girls are now local celebrities in their hometowns, where they have shared their positive impressions of the United States.

More than a thousand children participated in the art contest, and most are likely to keep thinking about the environment and see the United States as working hard to protect it. They may also become future U. S. partners in this effort. ■

The author is a speechwriter in the Bureau of Oceans and International Environmental and Scientific Affairs.

Anna Kutuzova’s winning entry, titled *We Have But One Way*.



Ed Johnetta Miller, left, and Linda McMullen stand among weavers from Tiébissou, a city near Yamoussoukro, where the workshop was held.

To Market

CULTURAL ENVOY
AIDS IVORIAN ARTISTS
BY LINDA McMULLEN

In October 2006, once-prosperous Côte d'Ivoire was entering its fifth year as a divided nation. There were toxic waste dumps in its economy's chief city, and security was perpetually uncertain. It did not seem like the right time or place for a cultural envoy, much less an arts specialist.

And yet it was.

The public affairs section of the U.S. Embassy in Abidjan had determined that, while the quality of Ivorian artists' work was technically superb, the artists had difficulty selling their work. Since the nation's political crisis began, the tourist market had vanished. Selling art locally was largely unsuccessful—Ivorian elites bought from European galleries. The artists needed access to a different, large, multicultural market, meaning they needed training in management and marketing to Americans.

Ed Johnetta Miller, an arts management

consultant, was ideally suited to address the Ivorian artisans' needs. Her work in Ghana gave her unique sensitivity to developing-world concerns, and her experience with varied art forms ensured broadly relevant presentations. Thanks to the Office of Citizen Exchanges, Miller arrived in Abidjan in October 2006 to undertake a whirlwind program of marketing-related presentations to Ivorian artists at three locations around the county.

The program opened at the American Corner in Yamoussoukro, Côte d'Ivoire's political capital, where Miller met excited faces—and a few surprises. Small business owners from various trades attended, which meant Miller's audience consisted of weavers, sculptors, musicians, jewelers, hair-dressers—and even air conditioner repairmen.

She was also greeted by an impromptu

but representative exhibit of the participants' art at the American Corner.

Despite the political crisis, Côte d'Ivoire's creative community has continued to produce sophisticated works of art, inspired by centuries of custom as well as tourists' tastes. Besides traditional masks, Ivorian artists produce paintings, sculpture, leather goods, pottery, ceramics, jewelry and more. Miller's favorite pieces, though, were hand-woven pagnes—cotton or silk textiles designed as raiment for kings. The best surprise was her clear connection with the artists, despite the language barrier.

In each city she visited, the pacing and order of Miller's presentation varied, but the messages never changed. She assured the artists that the quality of their work was excellent and suitable for the American market. At the same time, she offered practical suggestions such as changing colors,



Above: Miller discusses marketing with a workshop audience at the American Corner in Yamoussoukro. Below: UN peacekeeping troops escort Miller's vehicle on its way to an arts-marketing presentation.

patterns and materials to improve marketability. She also offered practical lessons in small business management, focusing on pricing, museum interactions, trade show involvement and human resources. Her overall message remained simple: Join together because only a group can succeed.

The artists listened, especially in Bouaké. Côte d'Ivoire's second-largest city became the capital of the New Forces-controlled North in 2002. Since then, the population has been somewhat isolated. After an exciting journey into Bouaké—preceded by two dozen Bangladeshi soldiers who were part of a UN peacekeeping force and followed by anti-aircraft guns—Miller was

eager to hear of the artists' experiences. She then integrated solutions for specific local challenges, such as limited access to banks and post offices, into her presentation.

In Abidjan, the participants—from government officials to ordinary weavers—took her unifying message deeply to heart. On the last day of the program, they spent their lunch hour reflecting on how all participants from her program could unite.

Banding Together

Their efforts bore fruit. In December 2006, participants from each of the three cities' programs launched the Federation of Artists and Artisans of Côte d'Ivoire. At the group's general assembly meeting at the embassy, the artists ratified their statutes and elected a board. The group's goals are to promote Ivorian art, provide training for Ivorian artists and develop commercial and professional relations with the United States.

The new artists' group has already made significant

strides toward its goals. Beginning in October 2006, program participants went to neighboring villages and began training fellow artisans. They also established a Web site that will provide a platform for selling their wares. Their greatest success, though, was in promoting Ivorian art.

The new embassy in Abidjan has been hosting artists' expositions since December 2005, doing so under the auspices of the Ambassador's Art in the Atrium program. The artists' federation participated in the Art in the Atrium program, which promotes Ivorian art for the benefit of embassy employees and contacts. The fledgling organization also organized the fifth exhibit for this program, with a Black History Month focus. It opened in February 2007, and its multiplicity of art forms has generated intense interest—and sales. To conclude the Month's programs, the federation's musicians shared their unique sounds, providing a seven-band concert. Each program received extensive press coverage.

While the prospects of an artistic program in a country in crisis once looked gloomy, the Office of Citizen Exchanges and Miller realized the difference such a visit could make. The program has given Ivorian artists a brighter future. ■

The author is the cultural affairs officer at the U.S. Embassy in Abidjan.



Arts in Hospitals

FULBRIGHTER TAPS RUSSIA'S ARTISTIC SOUL BY NAJ WIKOFF

Bringing the arts into hospitals is a creative opportunity to enhance health care and further international relations through celebrating a country's own culture and using the talents of its citizens.

A case in point was my experience in Russia as a Fulbright scholar at the East Siberian Academy of Culture in Ulan Ude. I taught courses on arts administration and worked with local leaders on cultural tourism, arts and economic development, as well as the use of the arts in health care.

Like hospitals elsewhere, Russian hospitals face challenges such as staff burnout, more patients and not enough time to see them, reductions in government support, spiraling costs, outdated facilities, safety concerns and limited medical resources. In the small towns, these challenges sometimes seem even greater.

Orlik is a tiny village in the Saynee Mountains, about an eight-hour drive south

of Lake Baikal. The rural hospital there serves a vast region with a small population of 40,000. It provides a full range of health services from community clinics to acute care, all without the benefit of running water. Nearly all patients and staff, even in the depth of winter, use outhouses. Water is brought in by truck from wells or the river. The interior walls are mostly in rough shape and are painted an unrelenting white.

Beginning in the children's clinic, with full input from patients and staff, we selected a new color motif and designs for murals and decorative trim. Everyone pitched in to scrape, repair, design and paint, including doctors, nurses, maintenance and administrative staff, patients, family members and community volunteers.

The result was a transformed space. The entry and waiting area sported a sky mural, the cafeteria featured a mural and decorated

tables, and patient rooms displayed new wall colors and decorative trim. It was all such a hit that four months later the project was expanded to include the therapy clinic and polyclinic. Also, a monthly music program for patients was launched.

National newspaper and television coverage resulted in two children's hospitals in Ulan Ude, the capital of the Republic of Buryatia, deciding to launch similar activities. A wide array of partnerships was established that included students, faculty and administrators from the Academy of Culture; a history and natural history museum; the Buddhist University; two after-school arts programs for students; the ministries of arts and health; and a community volunteer association.

Local people developed motifs, drawing on resources from the museums, and volunteers from all the organizations did the work. They transformed a hospital section for orphans, waiting areas, a hallway that linked major buildings, ceilings of intensive care units, cafeterias and patient rooms. Their enthusiasm for



Above: A volunteer at the hospital in Orlik helps paint one of its bright murals.
Right: John Mark Pommersheim, former consul general at the U.S. Consulate General in Vladivostok, takes a break during painting at a local hospital.





Left: A hospital café gets a makeover, thanks to the volunteers. Bottom left: A freshly painted mural gives the hospital in Orlik an outdoorsy look. Right: Patients at a hospital in Vladivostok join in the painting effort.

the work was infectious.

More than 90 percent of the funds for the materials was raised locally—this in one of the most hard-pressed regions in Russia. Many students in arts and arts administration walked away with ideas for new career opportunities, along with practical experience in strategic planning, fund raising and negotiating.

As news of the successful community remodeling projects spread, the Fulbright Russia Office and the U.S. Embassy received requests for hands-on workshops in other cities and towns in Russia, including Kemerovo, Moscow and Vladivostok. With the help of a small grant from the embassy's Public Affairs section, I traveled to these places and repeated the workshops. I hope

that as a result, the idea that community members can have a positive impact on their own health care environment is gaining momentum across Russia.

Along the way, many Russians saw firsthand that by working together and expending a bit of sweat equity, spaces could be radically enhanced through the mining of their own artistic, cultural and human resources. They experienced what happens in American communities when people join together to address issues of common concern.

Could these lessons be taken elsewhere? Absolutely. Every community has talented people to draw on—people who have connections and are willing to take steps to address a need that touches people's lives and their deepest sense of well-being. ■

The author, formerly a Fulbright senior scholar in Russia, is now director of Healing and the Arts at the C. Everett Koop Institute of the Dartmouth Medical School.





CRATE IDEAS

AMERICAN INGENUITY HELPS SWAZI SCHOOLCHILDREN **BY NELDA VILLINES**

During my tour in Swaziland, my husband Mwana Bermudes and I have been involved in volunteer work with the underprivileged people of this country.

Swaziland has an official HIV/AIDS prevalence rate of 39.2 percent, reportedly one of the highest in the world. Mostly as a result of AIDS, the number of orphans in this small country is expected to grow from 70,000 to 120,000—an eighth of the population—by 2010.

With the financial and technical

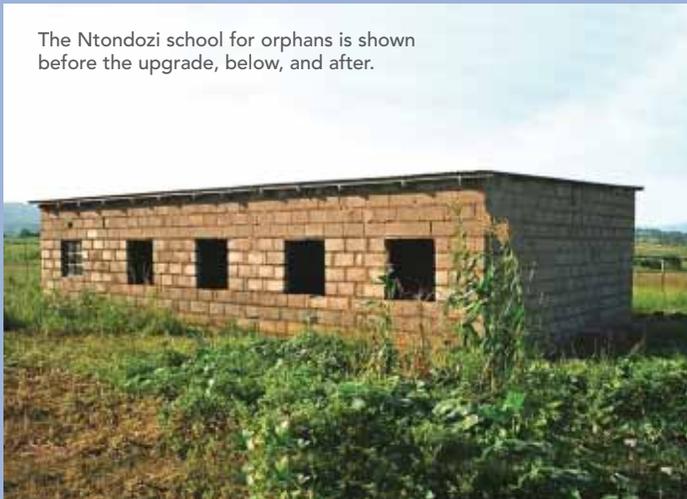
assistance of several local, Canadian and American friends, we have been able to carry out several small projects with some of these orphans and women infected with or affected by the pandemic.

With help from Community Liaison Officer Lisa Mooneyham, we have visited more than 40 rural schools and hospitals, distributing clothing, books, school supplies, blankets and toys. With financial contributions from several friends, we are offering computer training to young Swazi

women at a local firm to give them an extra survival skill.

In 2005, we received financial support from the J. Kirby Simon Trust to upgrade two classrooms at a rural school for orphans in the Ntondozi community. With further financial assistance from local businessmen, we built a kitchen and installed a clean water supply in the same school. We also installed a basic irrigation system for the school's vegetable garden. With Ambassador Lewis Lucke's help, we secured a

The Ntondozi school for orphans is shown before the upgrade, below, and after.





regular supply of food for the school's kitchen through the World Food Program.

The Ntondozi schools and many others that are not financed by the government or international agencies lack basic furniture and school supplies. We have witnessed children sitting on the floor while the volunteer teacher presents her lessons standing up most of the day.

Commercial school furniture was too expensive for our modest budget, so Mwana had the idea of using the wooden crates that were used to ship our personal belongings to Swaziland.

He and our friend Bruce Jameson came up with a simple but solid design for a "combo unit"—a long table and bench—that can accommodate up to five young children per side.

We set up a workshop in the basement of

our home. With personal funds, money raised by Regional Security Officer Scott Mooneyham and financial assistance from several friends in America, we employed a local skilled carpenter, Mario Malamlela, and his assistant Pedro, and bought extra building materials to complete the work. In a few weeks, we produced our first school furniture.

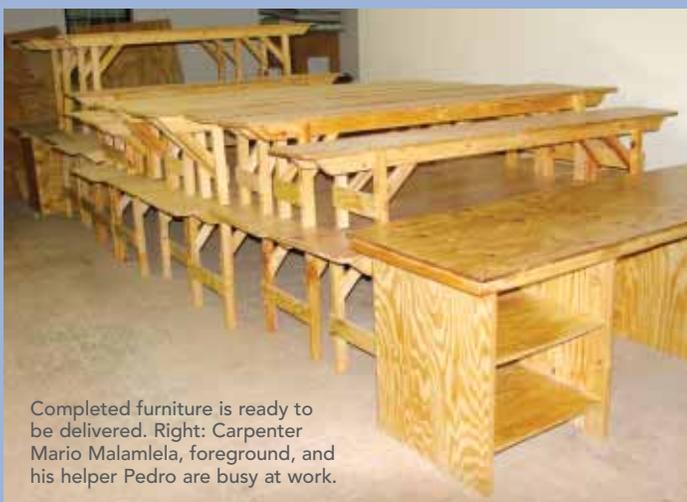
This experimental project has become a real success, and new arrivals to the embassy in 2005 and 2006 donated their wooden shipping crates to our project. With this wood, we built 20 "combos" and two heavy-duty teacher's desks and distributed them to rural schools. We plan to continue the project and hope to see more children sitting on proper furniture.

Something similar could be implemented at other embassies overseas.

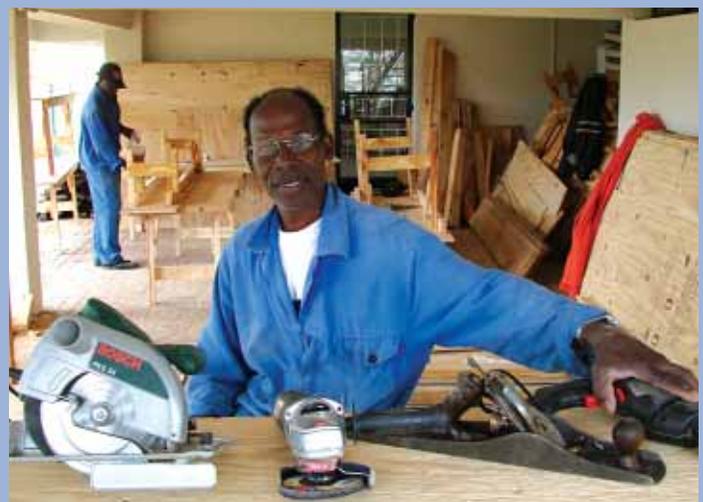
All employees are entitled to their shipping crates, so that is already 50 percent of the project. The other 50 percent is getting funds for the labor and additional materials to make the furniture. Mwana is available for consultation.

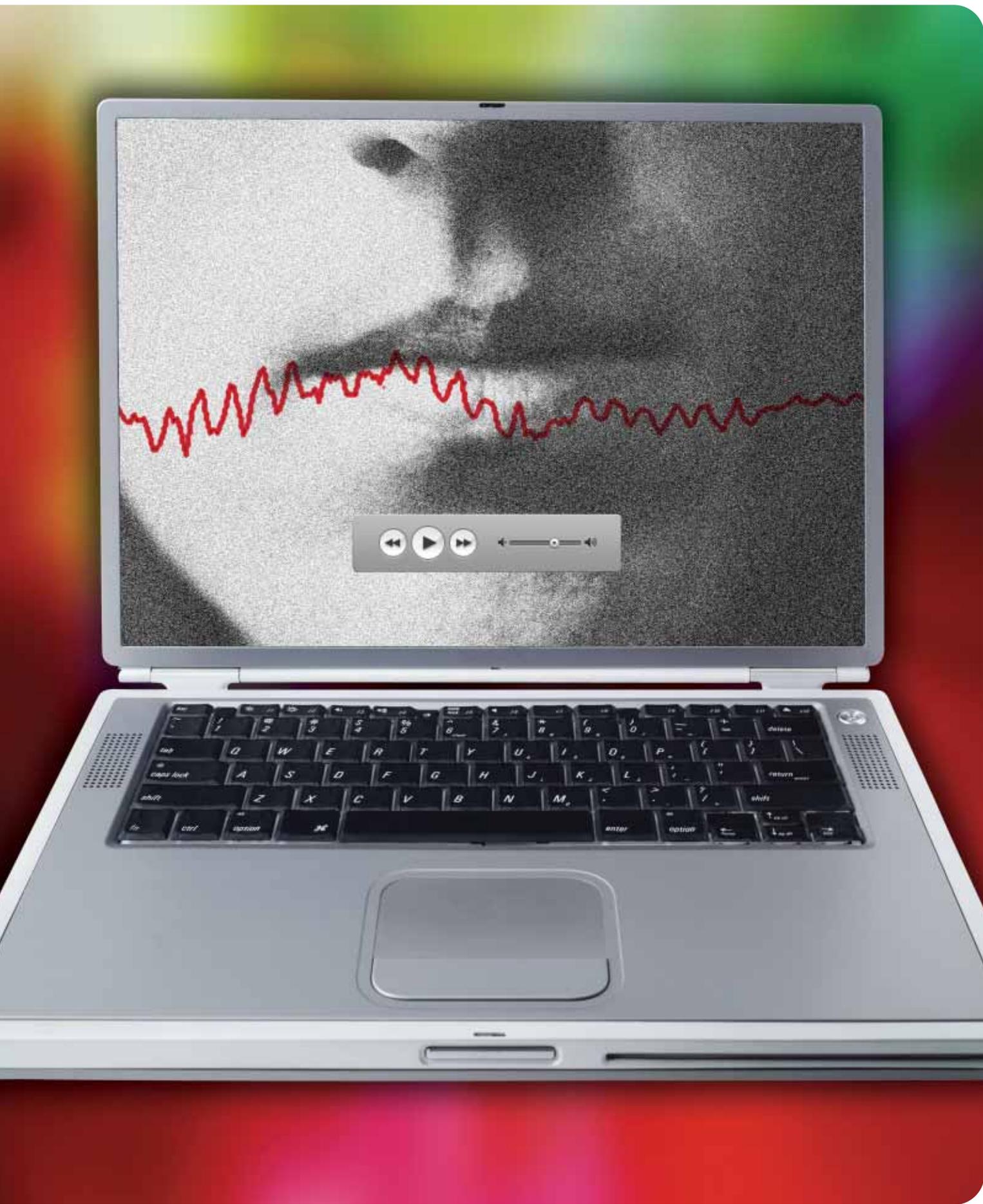
Because of our work with community projects in the rural areas of Swaziland, Chargé d'Affaires Lynn Allison nominated me for the 2006 Secretary of State's Award for Outstanding Volunteerism Abroad. Along with four other regional winners, I proudly accepted the award last December on behalf of Mwana and the other embassy employees who care about the children of Swaziland. ■

The author is the ambassador's office management specialist at the U.S. Embassy in Mbabane.



Completed furniture is ready to be delivered. Right: Carpenter Mario Malamlela, foreground, and his helper Pedro are busy at work.





PHOTOGRAPH: (OPPOSITE PAGE): U.S. EMBASSY IN SEOUL

A Worthwhile Weekend

'IT' SPECIALIST APPLIES SKILLS TO HOSTAGE VIDEOTAPE **BY MICHAEL BRICKER**

I was looking forward to a three-day weekend putting the finishing touches on my Army War College thesis when I was approached by Erik Rye from the Office of the Coordinator for Counterterrorism to look at a grainy videotape.

S/CT is the descendant of an office that was created as a direct result of the Munich Olympics terrorist attack in 1972. Since 9/11, the office has worked with other bureaus and departments to block hundreds of millions of dollars in terrorism-related assets and material support, assist in stopping numerous high-threat terrorists and help other nations build their counterterrorism capacity. The office also coordinates with the Department of Justice and other agencies to bring suspected terrorists residing overseas to justice.

Through Rye, I first heard about an

Iraqi-American hostage in Baghdad I will call Samer.

Samer immigrated to the United States when he was in his teens. He joined the military as a way of saying thank you to his newly adopted country and was sent to Iraq after the war started. He was abducted by armed gunmen in Baghdad. No word was heard from him for months until a few days before that three-day weekend, and then only through a videotape that was released by his abductors.

Rye asked me to look at the tape, which he and an interagency task force were

analyzing for vital clues about Samer's location. My 25 years in information technology have brought me some specialized skills that would perhaps allow me to retrieve the text of the message of that brief tape.

In two hours I extracted six words and reported my findings to Rye. "So far you've gotten us the first results we've seen," he said.

Each bit was more difficult. I worked on the file the rest of the weekend. After 20 or so hours, I was able to extract the full text.

I hope my toil helps Rye and his team find Samer and get him out unharmed. After the time I spent with his image over that weekend, I feel a strange bond with him.

I finally handed in my thesis, too. ■

The author is completing an assignment as information management officer at the U.S. Embassy in Seoul. His next assignment is London.



The author, right, shakes hands with Deputy Secretary John Negroponte during the latter's visit to Seoul.



Kantara in Morocco, front from left—Ann Marie Calhoun, Brennan Gilmore and Brian Calhoun; back from left—Zack Blatter, Amel Boukhchina, Riadh Fehri and Lassaad Hosni.

PEACE THROUGH MUSIC

HYBRID BAND BRIDGES MUSICAL TRADITIONS—AND CULTURES **BY KATE RICHE**

It's 8 p.m. at a crowded theater in a working-class Casablanca neighborhood, and the hall is filled with an excited hum. Then the restless crowd of young Moroccans grows silent, as from behind a dark curtain onstage the sounds of an oud and a violin join a mysterious guitar strum. Suddenly, a percussionist cracks two beats, and the crowd erupts into cheers as the curtain parts to reveal the seven members of Kantara launching into a signature piece of their Arab-Appalachian stylings.

ARAB-APPALACHIAN?

Foreign Service officer and multi-instrumentalist Brennan Gilmore often receives bemused looks when describing the sound he and his band, Kantara, have created. Arab-Appalachian fusion is hardly a conventional musical marriage. But once Kantara begins to play, skepticism fades and audiences become instant fans.

Kantara—"bridge" in Arabic—brings together two distinct musical traditions and the two cultures they represent. The group is the brainchild of Gilmore and renowned Tunisian musician Riadh Fehri. They met when Gilmore was serving in the political section of the U.S. Embassy in Tunis and became fast friends and musical collaborators.

"Even Riadh and I were surprised how well our two traditions blended," Gilmore says. "Before exploring the fusion with Kantara, I would have never guessed that music from the Arab world and from Appalachia had so much in common."

After their successful initial partnership, Gilmore and Fehri added members to the fold. Gilmore introduced bass player Zack Blatter, fiddle player Ann Marie Calhoun and her husband, guitarist Brian Calhoun, longtime associates from the United States. Riadh rounded out the group with esteemed Tunisian percussionist Mehdi Zouaoui and vocalist Amel Boukhchina.



Performing in Milan are, from left, Brian Calhoun, Ann Marie Calhoun, Riadh Fehri, Brennan Gilmore, Amel Boukhchina, Lassaad Hosni and Zack Blatter.

people. The response during and after performances has been phenomenal.

“We knew the target audience had been reached when the ululating started in the back of the hall and the 11-year-old girls started dancing in the aisles,” said U.S. Consul General in Marseilles Philip Breedem.

One young Tunisian residing in France told Gilmore that the concert was the first time he’d had a positive image of the United States. When the group played to packed theaters in Rabat and Casablanca, young fans jumped out of their seats, dancing and clapping throughout the shows. As band members strolled through a marketplace in Morocco, they were welcomed by vendors who had heard or read about them in the local media.

Tunisian newspapers noted that Kantara sowed joy throughout the audience with its display of jubilatory art.

TRANSFORMATIONAL MUSIC

Most who have heard Kantara note the seemingly limitless influence this ingenuous alliance might have.

“The synergy of the convergence of East and West in Kantara’s music speaks to the hearts of young people in Tunisia, contributing to the success of the programs my staff has arranged,” said Patricia Kabra, public affairs officer in Tunis.

Gilmore and his partners have answered Secretary Rice’s call for transformational diplomacy with transformational music and a message that impresses even those normally wary of the U.S. and its policies. In October 2006, Gilmore received the Secretary’s Award for Public Outreach for his work with Kantara. After a successful multicountry tour that wrapped up in March, the band spent the spring in the United States, recording an album and playing for audiences in Washington, D.C., and Virginia, including a performance at the Kennedy Center.

In July, the group returned to Italy to play with the Sicilian Symphony Orchestra, and brought contemporary harmony to the ancient ruins of the Roman coliseum in El Jem, Tunisia.

Wherever Kantara finds itself next, its ability to offer tangible proof of cross-cultural understanding will most likely continue to be significant.

“Kantara’s extraordinary music brings Americans and Arabs closer,” said Ambassador Godec. “It brings home, in a way that only music can do, our common humanity and inspiration. It is transformational.”

For a taste of Kantara’s unique sound, visit the group’s Web site at www.kantaramusic.com. ■

The author is a first-tour consular officer at the U.S. Embassy in Tunis.

FRESH AND ORIGINAL

Kantara’s repertoire ranges from original compositions to fresh interpretations of time-honored Appalachian and Arab folk songs, with arrangements that blend the two traditions. And it’s not only the inventive and energetic melodies that attract audiences, but also the message of cooperation and appreciation between Americans and Arabs. Newspapers hail their artistry as “a musical bridge between peoples” and “a message of love, peace and communication.”

In Tunisia, the group has played venues ranging from a school for handicapped children to the prestigious music festival at the Roman Theater at Carthage. Kantara has played at the residences of U.S. Ambassador Robert Godec and Deputy Chief of Mission David Ballard. At every stop the band talks to and connects with its audiences.

“Music is a powerful means of communication between cultures, and a way to accept each other’s differences while focusing on similarities,” Fehri says.

Former Tunis Consular Chief Nora Dempsey organized the group’s performances for Arab immigrant communities in Florence, Italy, where she serves as consul general. The group has since performed before audiences of all sizes during Department-sponsored tours in Italy, France, Tunisia and Morocco, spreading its message of cross-cultural understanding between two diverse



Ricardo Gibert, left, and Phil Valdez, two of the 40 permanently assigned Diplomatic Security agents at the U.S. Embassy in Baghdad, enjoy a restful moment.

PHOTOGRAPH: ADRIEL DOMENECH

“I believe that the entire Department recognizes that those security officers in the field are taking their own lives into their hands to make it possible for the rest of us to do our jobs.”

—Secretary of State Condoleezza Rice,
Discovery-Times Channel interview,
Aug. 15, 2005

Saving Lives

EMBASSY SECURITY TEAM RESPONDS QUICKLY TO IRAQ BOMBING
BY ADRIEL DOMENECH

When a suicide bomber attacked the Iraqi Council of Representatives (parliament) in April, the U.S. Embassy in Baghdad's Regional Security Office team responded quickly, demonstrating courage and commitment in a crucial front of the war against terror.

On the day of the deadly bombing, the Council of Representatives had adjourned for lunch and Iraqis sat together eating in the parliamentary cafeteria. Suddenly, a loud explosion shook the room. Smoke and dust filled the air, and people ran for their lives, leaving the wounded and dying behind.

The International Zone police alerted the Regional Security Office that a suicide bombing had occurred. The Baghdad office is the largest in the world, complete with a team of Diplomatic Security agents and personal security details supported by fleets of helicopters for airlift, fire support and medical evacuation missions around Iraq. Around the International Zone, they work closely with the military to ensure the safety and security of embassy personnel, along with their Iraqi counterparts.

The RSO teams dispatched more than 100 people, and 25 Black-water medics joined the U.S. Embassy doctor and other specialists to begin treating wounded Iraqis.

MORAL RESPONSE

This quick response, said Senior Regional Security Officer Randall Bennett, was a moral issue, “just like when we send out our helicopters to carry soldiers back to the hospital. We have the ability to help, and if we don't, people may die. And that is just not acceptable.”

As the medics rushed to the injured, RSO security teams fanned out across the compound to provide a cordon of security for the people within. A shuttle system used the RSO's armored and armed

ambulances to run the casualties to the nearest military hospital.

DS Agent Ricardo Gibert performed a preliminary analysis of the damage.

“We went upstairs to review the scene, looking for the obvious components of the bomber and the bomb,” he said. “As we looked around, all the cell phones were going off as loved ones and friends were trying to call, knowing something had happened.”

After the severely wounded were on their way to the hospital, RSO medical teams began searching for the walking wounded. One team climbed 13 stories in the Al-Rasheed Hotel to examine a woman who had staggered through the lobby. Others among the wounded had wandered over to nearby offices. They were soon located, checked and released.

UNIQUE PRIVILEGE

In coordination with the U.S. Army K-9 team, the embassy's Explosive Ordnance Disposal team searched and secured the building. That evening, following a joint Iraqi/ Coalition investigation, the RSO security teams began to dismantle their perimeter as the Iraqi Army reclaimed responsibility for the site.

The bomb attack killed one council representative and seriously wounded scores of others, but the effective response of the well-trained RSO teams may have prevented further injuries.

“There is not another Diplomatic Security team or operation like this in the world,” Bennett said, “and the privilege that we all have is phenomenal. When they leave here, they leave here with great pride and self-respect for the work they do, because they literally save lives every single day.” ■

The author was until recently a member of the Public Affairs Global Outreach Team at the U.S. Embassy in Iraq.

A mountain gorilla strikes a thoughtful pose in Rwanda's Volcanoes National Park.





Kigali

Modern Rwanda Reflects a Calm
and Pleasant Beauty

By Brian George



Looking down meticulously swept streets, lined with trees and flowering tropical plants, it can be difficult to reconcile the calm beauty of Kigali with the chaos and destruction the city witnessed during the 100 days of Rwanda's 1994 genocide.

People have used many phrases, such as "Rwanda rising" or "Rwanda reborn," to describe one of the most dynamic countries in the region and one that has taken great strides toward overcoming the legacy of the genocide. As Rwanda's largest bilateral donor, the U.S. government is an active partner in the rebuilding process, making this an exciting time to serve at the U.S. Embassy in Kigali.

Though Rwanda is just south of the equator, its average altitude of 5,000 feet keeps temperatures mild throughout the year. The average 24-hour temperature in Kigali is a comfortable 73 degrees.

in the Mist

Known as the land of a thousand hills, Rwanda features low mountains that give way in the east to the savannah of Akagera National Park and in the west to the jagged peaks of Volcanoes National Park, home to the world's largest population of mountain gorillas made famous through the research of Dian Fossey.

Thanks to concerted efforts to eliminate poaching and provide a safe and secure tourism experience, more than 12,000 tourists

visited the gorillas last year, with Americans by far the largest group.

Other tourism attractions and popular weekend destinations for mission staff include Gisenyi and Kibuye, resort towns on Lake Kivu that enjoy spectacular vistas of the lake and surrounding hills, and Akagera National Park, a game reserve that is home to a wide range of savannah animals, including elephants, giraffes, zebras, hippos and a number of antelope species.

A recent addition to Rwanda's tourism trail is the Nyungwe Forest, where visitors can encounter more than 75 mammal species, including chimpanzees and rare colobus monkeys. Devel-



Above: A scenic view of Lake Kivu from Kibuye. Right: Former self-help program coordinator Victoria Golbus visits school children who benefit from the program.

PHOTOGRAPHS: U.S. EMBASSY IN KIGALI

opment of the forest as a sustainable tourism site is being aided through a U.S. Agency for International Development-supported biodiversity project.

Weekends in Kigali center on tennis, golf and other sporting activities; restaurant outings; and the occasional cultural event. New restaurants continue to sprout up, including Kigali's first western-style coffee shop, complete with wireless Internet access. Plans are afoot for a number of entertainment venues.

Construction has reached an advanced stage on a new embassy compound scheduled to open next January. The compound, which is to house all mission elements, will markedly improve working conditions, accelerate the integration of foreign assistance operations and more accurately reflect the growing U.S.-Rwanda bilateral relationship.

With more than 40 direct-hire Americans from State, the Department of Defense, USAID and the Centers for Disease Control, along with a Marine Security Guard detachment, the mission has grown rapidly in the past five years.

Focus Country

Foreign assistance programs are likely to total more than \$150 million in 2007. Rwanda is a focus country for both the President's Emergency Plan for AIDS Relief and his Malaria Initiative, making health programs the largest single element of U.S. government assistance. CDC, DOD and USAID all are actively involved in implementing the PEPFAR program, while CDC and USAID are working to rapidly scale up the malaria program.

In addition to its work with the Rwandan Defense Forces to combat HIV/AIDS in the military, DOD funds a number of humanitarian assistance projects and has facilitated the participation of Rwandan troops in the African Union's peacekeeping mission in Darfur, Sudan. Through the Africa Contingency Operations Training and Assistance program, the U.S. provides critical assistance to Rwandan battalions before their deployment to Darfur.

Despite its successes, Rwanda is challenged by being a land-locked country with a small market and few natural resources. It faces major obstacles in

AT A GLANCE: RWANDA



Capital
Kigali

Total area
26,338 square kilometers

Approximate size
Slightly smaller than Maryland

Government
Republic

Independence
July 1, 1962 (from a Belgium-administered UN trusteeship)

Population
9.9 million

Ethnic groups
Hutu (Bantu), Tutsi (Hamitic) and Twa (Pygmy)

Languages
Kinyarwanda, French, English and Kiswahili

Currency
Rwandan franc (RWF)

Per capita income
\$1,600

Population below poverty line
60 percent

Import commodities
Food, machinery and steel

Import partners
Kenya (18.9 percent), Uganda (6.6 percent) and Belgium (5.8 percent)

Export commodities
Coffee, tea and hides

Export partners
Germany (11 percent), China (6.5 percent) and Belgium (4.5 percent)

Internet country code
.rw

SOURCE: CIA World Factbook 2007

attracting direct foreign investment, and its per capita gross domestic product of \$230 marks it as one of the poorest countries in the world.

While school enrollment and literacy rates are climbing quickly, the country continues to suffer from the loss of a large percentage of its educated class during the genocide, and skilled labor is in short supply. The weak economic infrastructure presents both professional and personal challenges for mission staff.

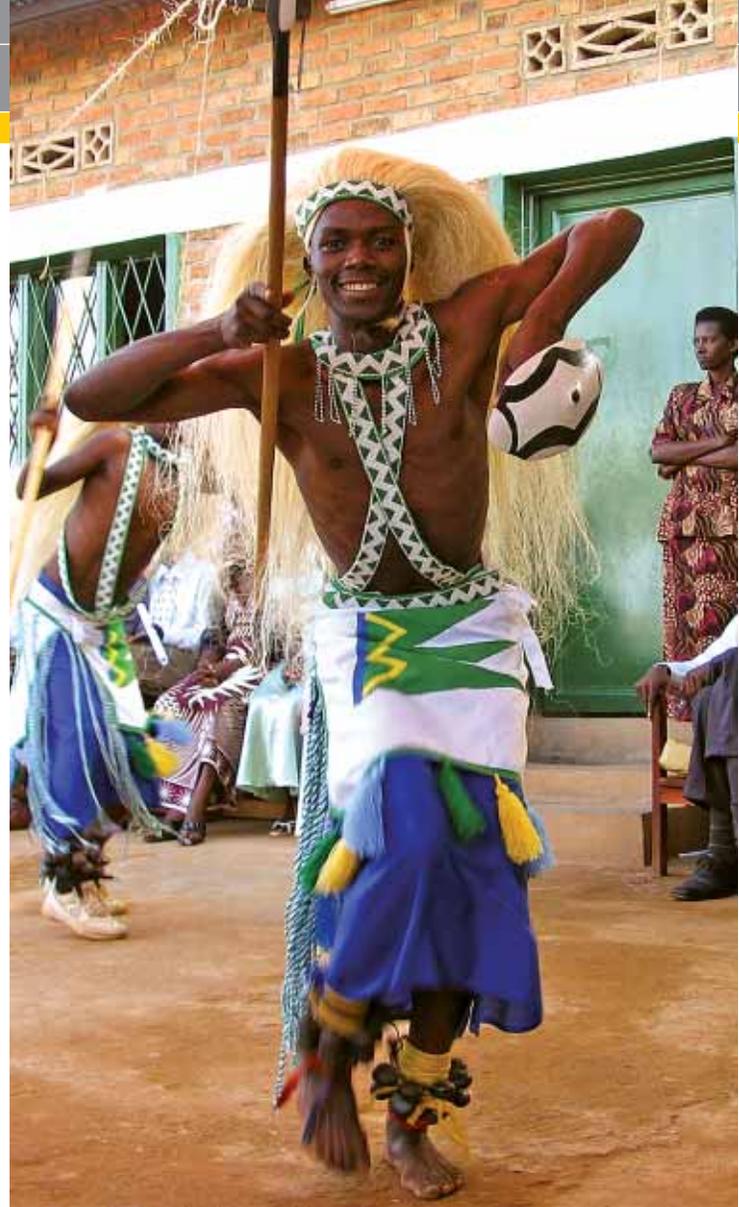
Overcoming Barriers

The mission is helping Rwanda overcome some of the barriers to economic development. Most notably, with USAID assistance Rwanda has moved from producing no specialty coffee to being recognized by Starbucks, Intelligentsia Coffee, Green Mountain Coffee and others as a source of some of the highest-quality coffee in the world. More important, this new market is providing additional income for thousands of farmers.

In 2006 the United States and Rwanda signed a Trade and Investment Framework Agreement that provides a platform for expanded cooperation on economic issues. The Ambassador's Self-Help Fund directly supports community-based, income-generating projects and also provides an opportunity for the mission staff who serve as project sponsors to get to know ordinary Rwandans and the conditions in which they live.

Critical to Rwanda's long-term development is peace and stability in the Great Lakes region. While no longer a threat to Rwanda's national security, the presence of rebel groups in the eastern Democratic Republic of the Congo continues to be a drag on economic development and regional integration.

As the facilitator of the Tripartite Plus mechanism—which provides a forum for the governments of Burundi, the DRC, Rwanda and



Above: Traditional dancers perform for visiting embassy officials. Below left: Former assistant regional security officer Matthew Golbus, middle, and USAID program officer Christophe Tocco, right, set forth on Lake Kivu with a friend at the helm. Right: Mist rises over an extinct volcano in Volcanoes National Park.



PHOTOGRAPHS: (TOP); U.S. EMBASSY IN KIGALI; (BOTTOM LEFT); VICTORIA GOLBUS; (RIGHT); BRIAN GEORGE; (OPPOSITE PAGE TOP); U.S. EMBASSY IN KIGALI; (BOTTOM LEFT); VICTORIA GOLBUS; (RIGHT); BRIAN GEORGE



Top: Deputy Chief of Mission Michael Thurston joins a community group celebrating its embassy support. Left: The embassy soccer team winds down after a match. Above: A mountain gorilla relaxes.

A CDC community health worker counsels a client at a PEPFAR-sponsored HIV/AIDS voluntary counseling and testing site. Below: Assistant general services officer Andres Valdes, second from left, and Major Danny Huynh, far right, take a dugout canoe ride with friends on Lake Muhazi.



Fishermen on Lake Kivu. Below: Embassy staff and friends enjoy a barbecue at the embassy's property on Lake Muhazi.



Uganda—the U.S. government has successfully promoted the peaceful resolution of contentious issues and is helping participant countries develop a common strategy for dealing with negative forces in the region.

In 2006, Rwanda became eligible for the Millennium Challenge Corporation's threshold program, which opens opportunities for the United States to expand its already substantial engagement on democracy and governance issues.

While the challenges are great, the signs of progress are clear. The government's emphasis on providing a safe, clean, corruption-free environment has not escaped the world's attention. That, coupled with natural beauty and an excellent climate, is making Rwanda a destination of choice for a growing number of tourists and resident expatriates. ■

The author is the public affairs officer at the U.S. Embassy in Kigali.



FOREIGN AFFAIRS DAY

Frontline Diplomats Confront
a Changing World

By **Bill Palmer**

Speaker after speaker at Foreign Affairs Day 2007 on May 4 emphasized the same thing: The 21st-century world is very different from the 20th-century world, and that fact has large implications for U.S. foreign policy and the State Department.



DACOR Foreign Service Cup winner Robert H. Miller, center, is applauded by DACOR President Daniel O'Donohue, left, and Deputy Secretary John Negroponte.



Left: Paul Wackerbarth, of Falls Church, Va., said he has been to every Foreign Affairs Day since retiring in 2000 after a 34-year career. He was posted to Warsaw in 1989, when communism fell. Other noteworthy postings included Tegucigalpa and Brasilia. Right: Marilyn and Reuben Lev attended from their home in Aspen Hill, Md. Reuben joined the Foreign Service in 1961. Marilyn taught in Chile and Belgium while Reuben worked for the embassy and NATO, respectively. He was a professor at Trinity College between two stints with the Department. "This is a special day," Marilyn said.



With Secretary Condoleezza Rice in Egypt, Deputy Secretary John Negroponte was the morning keynote speaker. He told more than 400 Department retirees and their guests that while the core of traditional diplomacy—maintaining relations with counterpart states—hasn't changed, we must increasingly work to help bring stability to weak and failed states—places where we have no effective counterparts. "Today's problems require a new kind of diplomat," he said.

Under Secretary for Political Affairs Nicholas Burns elaborated:

"Increasingly, American diplomats are on the front lines." They are not just analyzing, he noted. "We increasingly ask young people to go out and run programs."

Deputy Secretary Negroponte said that despite a fourfold increase in limited-accompaniment and unaccompanied positions since 2001, both the Foreign Service and Civil Service have answered the Secretary's call to serve in difficult posts.

He added that the United States is making it a priority to work in those countries that need the most help and said the alignment

Keynote speaker James L. Jones addresses luncheon guests in the Benjamin Franklin Room.



between foreign policy and foreign assistance is being tightened.

Under Secretary for Management Henrietta Fore outlined some manifestations of Transformational Diplomacy, such as the growth of one- or two-officer American presence posts and no-officer virtual presence posts that mobilize diplomatic resources to build engagement with target communities.

She highlighted the Department's continuing effort to achieve greater efficiencies through shared services, centers of excellence and centralized domestic procurement. She praised the new year-round, multistep recruiting process, which will bring in new officers more quickly.

Though most speakers focused on new diplomatic responses to a changing environment, Burns emphasized that there is a continuum in U.S. foreign policy. "We're standing on your shoulders," he told the audience.

The annual presentation of the DACOR (Diplomatic and Consular Officers, Retired) Foreign Service Cup harked back to the Vietnam era. It was awarded to Ambassador Robert H. Miller, who was involved with

Southeast Asia from the early 1960s through the 1970s. He participated in the Vietnam peace talks and dealt with the aftermath of the war, including the refugee issue. In retirement, he has written three books and been an adjunct professor at Georgetown and George Washington universities, as well as serving as president of DACOR.

American Foreign Service Association President Tony Holmes and Under Secretary Burns presided at AFSA's annual memorial plaque ceremony. "Diplomacy is increasingly dangerous," Burns said. "We have diplomats living under incoming artillery fire in Basrah and Baghdad just over the last week." He and Holmes unveiled the names of three additional fallen diplomats who join the 222 others on the plaque.

Margaret Alexander, a Foreign Service officer with the U.S. Agency for International Development, was killed last Sept. 26 in a helicopter crash in Nepal. She was developing a national park on the third highest mountain in the world, Burns said.

The other two names were belated additions. Doris G. Knittle served as a Foreign Service nurse in Kabul, Afghanistan, where she was murdered in her home in 1970.

Henry W. Antheil Jr., a clerk at the U.S. legation in Helsinki, was in a passenger plane that was shot down over the Gulf of Finland near Tallinn, Estonia, in 1940, while he was serving as a diplomatic courier. Burns thanked the ambassadors of Estonia and Finland, who were present to honor Antheil.

After the ceremony, retirees dispersed to various seminars, including a panel discussion on the safety of U.S. ports, then regathered for a luncheon in the Benjamin Franklin Room. Director General George Staples toasted the 400th anniversary of the founding of Jamestown and then presented the two Director General cups.

The Civil Service Cup winner was Thomas Jefferson, who was cited for his leadership in developing the terms of the consent decree in the settlement of class action lawsuits, which opened new career vistas for many women and minority employees.

The Foreign Service Cup went to Harriet Elam-Thomas, who served as a senior U.S. Information Agency officer and ambassador to Senegal. She was recognized for her courageous efforts to bridge cultures in many different countries and change



DG George Staples poses with Harriet Elam-Thomas, winner of the Director General's Foreign Service Cup.



Barry Wells, right, accepts the Director General's Civil Service Cup on behalf of Thomas Jefferson Jr. from DG Staples.

perceptions of the United States.

The luncheon keynote speaker was retired Marine Corps General James L. Jones, former supreme allied commander, Europe, and currently president of the U.S. Chamber of Commerce Institute for Energy. He contrasted the bipolar, somewhat predictable 20th century with the multipolar, asymmetric, unpredictable 21st century—"the century of disorder."

He said the United States needs to be agile to meet the challenges of a time when solutions don't necessarily hinge on who has the biggest military. He urged cohesive coordination of all elements of the national interest and doing more to empower ambassadors and other forward-based U.S. officials. He said the U.S. must repair its good name by taking a leading role on issues such as the environment, narcotics, genocide, poverty and hunger.

Bureau of Human Resources Special Events Coordinator Chrissy Hernandez and more than 40 volunteers smoothly managed the day's many events. ■

The author is a writer/editor at State Magazine.



Science & Technology Abroad

JEFFERSON FELLOW PROMOTES S&T EXCHANGES WITH AFRICA BY OSAMA O. AWADELKARIM

Despite great tension, suspicion and misconceptions between the United States and many countries in the developing world, American science and technology capabilities are still viewed very favorably. The Department has taken steps to broaden programs and contacts with scientists in developing countries, especially Africa, where there is a critical need for S&T to help reduce poverty and promote economic growth.

Last January, as a Jefferson Science Fellow, I took the first step in bridging the gap with African scientists by traveling to Nigeria, South Africa and Botswana. In Abuja, Nigeria, I joined scientists and science policymakers from more than 10 African countries in the “U.S.-Africa Workshop of Frontiers in Materials Research and Education.”

In South Africa, I participated in the “6th Edward Bouchet Abdus-Salam Institute International Conference,” followed by a workshop in nanosciences in Cape Town. More than 300 African scientists representing more than 20 African countries joined several Americans from the National Science Foundation-funded International Material Institutes.

In both Abuja and Cape Town, I gave an overview of the Jefferson Science Fellows Program, which is administered by the Office of the Science and Technology Advisor to the Secretary of State.

The African scientists I met all shared the perception that the U.S. government often ignores them, missing opportunities for dialogue on



The audience, left, listens closely as Professor Awadelkarim, below, explains his role at the State Department during his Africa trip.



S&T issues or social and political issues. Thus, my participation as a representative of State in all the events was opportune and well received. U.S. scientists are a valuable asset for reaching out to Africa to win the hearts and minds of an influential sector of African civil society.

Mainly, material scientists and engineers participated in these gatherings. These groups enjoy far less contact with their U.S. counterparts than the more visible agricultural, environmental and health scientists. The good news is that material scientists and engineers in Africa have come together to form several Pan-African research facilities, networks and associations.

Africa's increased interest in S&T presents an opportunity for U.S. public diplomacy. At the African Union Summit held in Ethiopia in January, leaders of 53 African countries pledged to make 2007 "The Year of Science and Technology in Africa." They promised that every country would attempt to allocate at least 1 percent of its gross domestic product to S&T.

Several African countries, such as Rwanda and Uganda, are already negotiating loans with the World Bank to finance S&T infrastructure. The Group of Eight has agreed to help rebuild some existing research facilities and academic institutions in Africa, as well as build new centers of excellence in science.

During my African tour, I visited the site

of the first of these centers, the Nelson Mandela African Institute of Science and Technology in Abuja. It is expected to admit its first group of students next academic year. It is exploring ties with American universities and communicating with American researchers.

There are several ways State can contribute to boosting scientific capacity in Africa. One is to initiate or reenergize S&T programs and agreements with African countries and agencies. This would promote African scientists' access to cutting-edge research and opportunities in the United States and facilitate collaboration with American scientists. Efforts are currently under way in the African Bureau's Office of Public Diplomacy and Public Affairs, the Bureau of Oceans and International Environment and Scientific Affairs' Office of Science and Technology Cooperation, and the Office of the Science and Technology Advisor to the Secretary to examine the best ways of promoting S&T interactions with Africa.

More funding for scholarship and fellowship programs to increase the number of African scientists trained and educated in the United States is of prime importance, as is increased funding for visits by U.S. scientists to research and education institutions in Africa. These visits could involve research, teaching or participation in scientific meetings and workshops.

Considering the large Chinese, Indian and European involvement in African scientist training, increased efforts by the United States in this area are critical. Enhancing Africa's participation in the Fulbright S&T Award Program, recently launched by the Bureau of Educational and Cultural Affairs, is a good start. Relaxing post-9/11 visa restrictions for visiting scientists, especially those coming from Africa, would help a great deal.

The most important contribution the U.S. government can make in fostering S&T awakening in Africa is in K-12 mathematics and science education. Education in Africa suffers from a legacy of underfunding, lack of trained personnel and inadequate facilities and materials. These adverse conditions are more pronounced in mathematics and science education.

The U.S. Agency for International Development is providing valuable help through scholarships, textbooks and teacher and administrator training programs. But very little, if any, of this help goes toward mathematics and science education. A shift in aid toward mathematics and science would go a long way in helping African countries build their S&T capacity. ■

The author, who is completing his assignment as a Jefferson Science Fellow, is a professor of engineering science and mechanics at Penn State University.

Liberian President Ellen Johnson Sirleaf waves to well-wishers as members of her DS protective detail scan the crowd.



SECURITY FIRST

Diplomatic Security Team Supports Transformational Democracy in Liberia *By David Bates*

December 30, 2005, marked a significant milestone in the special relationship between the U.S. and Liberian governments.

On that date, two special agents from the Department of State's Bureau of Diplomatic Security arrived in Liberia to set the stage for a two-pronged mission: provide temporary security for Africa's first female head of state and transform Liberia's Special Security Service into a professional presidential protective force as the nation emerged from 14 years of civil war.

Secretary of State Condoleezza Rice directed DS to undertake this mission following then-President-elect Ellen Johnson Sirleaf's request for assistance prompted by the fragile security environment in Liberia.

In the two weeks it took Liberia's National Elections Commission to retrieve and count election ballots, supporters of Sirleaf's political rival, presidential candidate George Weah, launched violent protests in Monrovia. These protests further challenged the fragile peace environment after the 14-year-old civil war.

Complicating basic law enforcement, Liberian police and security personnel carried no weapons because of a 2003 disarmament program. Security was, and in many respects remains, the responsibility of the 15,000-strong United Nations Mission in Liberia.

Into this chaotic scenario DS special agents Michael Lombardo and Paul Bauer arrived to develop a protective security

mission for President-elect Sirleaf. They were joined two days later in Monrovia by 18 additional agents from the Office of Mobile Security Deployments and a tactical medical officer from the Department of Homeland Security.

MSD is the Department's civilian response force that deploys to protect individuals abroad during periods of high threat or crisis. It also provides specialized security training at Foreign Service posts.

"We faced considerable challenges on the ground," Bauer said. "We had to set up everything and had very limited resources."

TIGHT SCHEDULE

With the Liberian presidential inauguration scheduled for January 16, 2006, the DS team had to work quickly.

Bauer received assistance from DS' chief representative in Monrovia, Regional Security Officer Chuck Lisenbee, and from DS

This group of Liberian presidential security service trainees received instruction at a Diplomatic Security Antiterrorism Assistance training facility in Louisiana.



security engineering officers stationed at U.S. posts in neighboring countries. Together, they conducted security surveys of and created command posts in President-elect Sirleaf's official executive mansion and her residence.

At the executive mansion—a six-floor structure that had been the site of the violent military coup that toppled the William Tolbert government—DS also helped install closed-circuit surveillance cameras, security lighting and other security infrastructure.

In addition to protecting the president-elect and training her new SSS personnel, DS also prepared for the inauguration ceremony. DS personnel created a commu-

nications network, analyzed motorcade routes, planned for medical evacuations, identified members of the Liberian police and UNMIL who could provide support and delivered much-needed armored vehicles and other equipment.

On January 16, under the watchful eye of her temporary DS security team and with Secretary Rice and First Lady Laura Bush looking on, Ellen Johnson Sirleaf was inaugurated.

"Everyone was there—President Bush's protective detail (protecting First Lady Bush), the Secretary of State's protective detail and several other high-profile guests," Bauer said.

But despite all the planning, the new president put her security team to the test by changing her post-inaugural plans.

"At the end of the inauguration, President Sirleaf decided that she wanted to take a victory lap of the whole city of Monrovia," Bauer said. "We had to scramble to make it possible."

AROUND THE CLOCK

By February 15, the initial team of 18 DS special agents had rotated out of Liberia. They were replaced by two fresh MSD teams of 12 agents, 12 U.S.-based DS field agents and another DHS tactical medical officer.

The new teams worked two shifts to provide around-the-clock protection for President Sirleaf. In addition to their long workdays, DS personnel sometimes faced additional—and unique—challenges. For example, on return flights to Monrovia from rural visits to the interior of Liberia, the DS security team often shared space with small farm animals that Liberian tribal leaders had presented as traditional gifts to honor their new president.

Besides protecting President Sirleaf around the clock, DS personnel were busy vetting, training and standing up a new presidential security force. Heading up this effort was special agent John Frese, a DS veteran who had served two previous tours of duty in Liberia.

Frese was familiar with the potential dangers facing the Liberian president and her new security service. In April 1996, Frese spent two days driving across Monrovia through gunfire, looting and fighting among three different militias to save some 250 U.S. citizens who had been trapped in and around the capital. His

INSIDE LOOK:

GUARDING A PRESIDENT ON THE GROUND IN LIBERIA BY ERIK ANTONS

Amid the acrid, heavy smell of burning plastic and diesel exhaust, I scanned the rapidly growing crowd that had gathered outside the airport like a swarm of bees.

Loud, distorted music blared from an old loudspeaker atop a banged-up minibus, and I struggled to hear the radio calls of my security detail through the earpiece as I waited in the lead police vehicle.

The crowd at the Monrovia municipal airport was near frenzy in anticipation of their president's return from a long trip to the United States. The drop holster dug into my leg as I turned in the front seat to

look for bad guys—then the call came over my radio.

"Okay, let's go. Police lead, let's get outta here," said special agent Chris Freitus, the shift leader.

As the DS agent assigned to ride in the lead police vehicle, radio information and scan for threats and traffic, I turned to James, the local driver, and told him that we needed to begin navigating our venerable Nissan Patrol through the crowd. He looked dismayed, but then he saw the headlights of the presidential limousine in the rearview mirror. He gunned the small diesel engine to life and yelled for the

crowd to move as we nudged the Nissan through the stilt-walkers, drum-beaters, hand-clappers and chest-thumpers.

James yelled for the Liberian police motorcycle escorts to part the human tide, now in enthusiastic high gear and completely enveloping us. Inches yielded to feet, feet to meters and the motorcade chugged through the undulating tide of humanity.

MISDIRECTION

The motorcade arrived at the executive mansion within four minutes, and chaos broke out among the now-confused

INSIDE LOOK: GUARDING A PRESIDENT ON THE GROUND IN LIBERIA

Liberian police and Special Security Service agents at the mansion—President Sirleaf was missing from the motorcade.

“We need to get back to the airport,” James yelled. “There’s no one in the limo.”

“Stand by,” I responded. “It will all make sense in a minute.”

Within seconds, we heard a Russian MI-8 (Hip) helicopter thumping its way through the humid mid-morning air. And then we heard another Hip.

Special agent Joe Dogonniuk, “Joe-dog,” signaled “all clear” for the landing on the parade grounds as the white UN chopper slowed to a hover. While one Hip circled the mansion grounds, the first landed amid a team of DS agents. After the rotors came to a stop, the door opened to reveal Ellen Johnson Sirleaf, the 67-year-old president of Liberia, or “Oma” to her constituents.

Now I could tell James, the other police officers and the SSS personnel hastily assembled outside the executive mansion why we left the airport without the president.

I explained that 24 hours before the president’s arrival, information emerged about a potential attack on her motorcade. The DS team leaders decided it would be safer to transport Johnson

Sirleaf from the airport to the executive mansion by helicopter instead of by land.

When the DS agents in the motorcade received word that she was en route, the decoy motorcade left the municipal airport expecting the worst—to draw fire from attackers. As the police lead, I was first in line. To make matters even more harrowing, I was in the only unarmored vehicle.

After James heard the rest of the story, he gave me a wide smile and shook my sweaty hand, ending with the traditional snap of each other’s fingers.

DEVOTED AGENTS

Most of us on the DS team found the SSS agents to be committed and devoted to their president’s safety. Despite their

difficult working conditions and sometimes intermittent compensation—the average monthly wage for a Liberian police officer was the equivalent of \$14, \$20 for an SSS agent—those assigned to protect President Sirleaf demonstrated remarkable dedication and professionalism.

Most of them had not been paid in two months. Several walked up to five miles every morning to be at work by 8 a.m. Many were actually homeless and

Erik Antons, standing, third from right, found Liberia’s SSS agents committed and devoted.



squatting in government buildings or renting modest apartments with their families.

Despite all of these obstacles, they always appeared and acted professionally—the SSS agents in suits and police officers in uniforms.

The extent of their dedication was driven home one day while I discussed with an SSS agent preparations for an upcoming presidential trip to a refugee camp. We reviewed at length the details of the camp and the people the president would visit. The agent appeared professional in her pressed navy blue suit and smart hairstyle, quite a contrast to my Patagonia button-down shirt, khaki pants and dusty hiking boots.

When I asked her how she knew so

much about the camp, she nonchalantly replied that she had walked five miles to the camp the previous day, conducted an advance assessment by herself and camped among the displaced people that night.

Yet, when I met with her that morning, she had returned with no overnight bag, toiletries or even a sleeping bag.

What the SSS and police lacked in technical proficiency, they made up for in resourcefulness and dedication. Another SSS agent named Shedrick one day

explained to me his commitment to the mission of protecting the nation’s newly elected president.

“If we ever hope to have peace, our leader must be secure,” he said. “Besides, since I was a child I always thought the president’s security guys were the coolest people around.”

I assured him that his dedication to the mission was universal in our field and was shared by DS, as well.

To that, he smiled widely, shook my sweaty hand and we snapped our fingers.

The author is a DS special agent who served on the second DS team that arrived in Liberia in February 2006. He is currently assigned to the DS Office of Mobile Security Deployments.

A Liberian security force trainee participates in a mobile security protective detail exercise at an antiterrorism training facility.



efforts earned him the Department's Award for Valor.

"We started entirely from scratch," Frese said of the Monrovia assignment, noting that the Liberians had virtually no resources to protect their new president. "The assets were all shipped in on very short notice. I don't know of any other organization that could do it so completely and quickly."

As an added challenge, the DS team had a limited pool from which to recruit security professionals inside the country.

"In a place like that, you don't put out job ads," Frese said. Instead, the DS team vetted hundreds of SSS candidates recommended by the new administration.

In Monrovia, DS agents and UN peacekeepers trained SSS agents in basic security tactics, such as defensive driving and protective security operations. More than 100 SSS agents were selected to receive four weeks of advanced training from DS Antiterrorism Assistance program instructors in the United States.

By June 15, 2006, the day the last temporary DS security detail left Liberia, some 330 SSS agents had completed basic law enforcement training at UNMIL's training academy in Monrovia. An additional 101 SSS agents had completed advanced security training in the United States, and basic security infrastructure had been installed at the official presidential residence.

Besides standing up the new presidential protective force, the DS mission also helped cement a special relationship with the head of Liberia's new government, who, Frese said, placed her full trust in DS personnel.

"We developed an excellent relationship with her," he said. "She let us take the lead. She was open to ideas. She pretty much let us run the show. She treated us with respect and dignity, and you can't ask for more than that."

Epilogue: Following a September 2006 meeting between President Sirleaf and Secretary Rice, it was agreed that DS would return to Liberia to further the professional development and administration of Sirleaf's SSS. ■

The author is the Web site manager and a writer for the Bureau of Diplomatic Security's Office of Public Affairs.

Part of the DS detachment escorts Liberian President-elect Ellen Johnson Sirleaf during a gathering of African women in Monrovia.



In her office at Main State, First Lieutenant Martha Martir examines a map of Korea, where she served with the Army.

Operation Warfighter

More than 25 State Department bureaus and offices support Operation Warfighter, a Department of Defense program that has placed more than 200 wounded service members in temporary positions in federal agencies. The program provides recuperating service members in the Washington, D.C., area with meaningful activity outside the hospital environment and helps them return to the military or civilian workforce.

One participant, First Lieutenant David Folkerts, works in the Bureau of Education and Cultural Affairs as a staff assistant. He believes that Operation Warfighter is an excellent way for recovering service members to update their skills and acquire new ones and to receive help in transitioning from the military to the

civilian work force. Folkerts was at Walter Reed Army Medical Center undergoing treatment after being injured in a blast in Taji, Iraq, in 2005.

Amazing Experiences

He said Operation Warfighter “has been a great experience” and that the Department has treated him extremely well.

“I’ve had a lot of amazing experiences and opportunities that I never would have had” otherwise, he said, pointing to visits to the White House and meeting Olympic figure skater Michelle Kwan.

Folkerts said his assignment in ECA has been “a lot of fun and very rewarding.”

“It feels good to wake up in the morning and know I actually have work that I look

forward to going to that day,” he said. “I have a real feeling of accomplishment at the end of the day.”

Another participant, First Lieutenant Martha Martir, serves as a foreign area officer in the Bureau of Democracy, Human Rights and Labor.

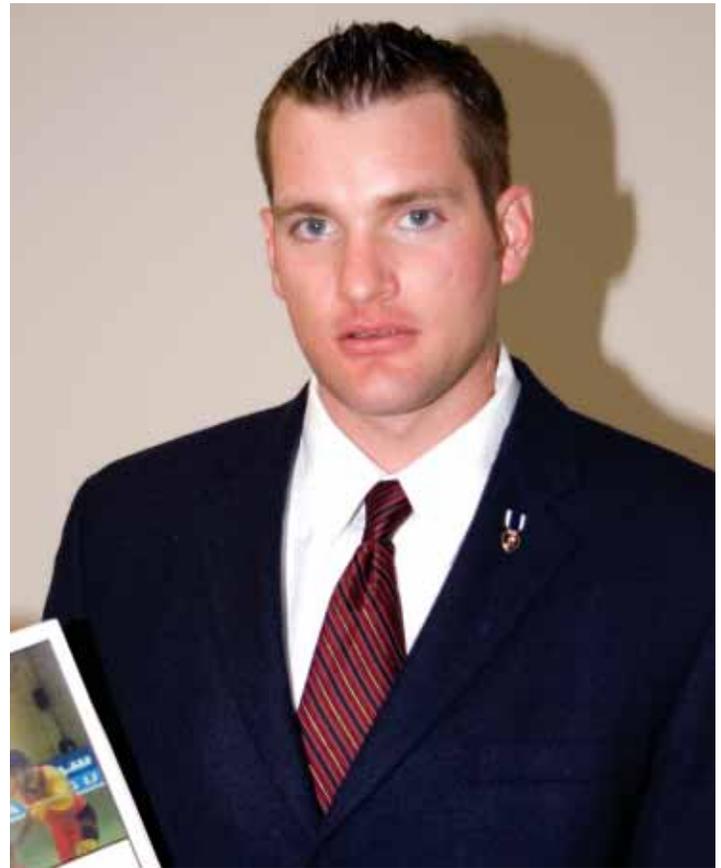
“Working at State has been a rewarding and mentally stimulating experience for me,” she said.

Martir was injured in Korea and has been at Walter Reed for three months. She called her work at the Department “a welcome change of pace” and identified her involvement with the Organization of American States as a wonderful experience. Martir majored in history with a Latin American studies minor.

DEPARTMENT HELPS WOUNDED SERVICE MEMBERS DURING RECOVERY **BY VEDA ENGEL**



Sergeant Jeffrey Monk at his office in Diplomatic Security.



First Lieutenant David Folkerts, in his office at a Department annex, wears the Purple Heart he received during his military service.

“This opportunity precisely mirrors my undergraduate studies,” she said. “I’m a signal officer in the Army, and working with DRL has been an exciting departure from what I’ve been doing for the past two years.”

Learning Opportunity

Captain Daniel Downs serves in the Bureau of Legislative Affairs. Downs was injured in Iraq and had been at Walter Reed since June 2006. He termed Operation Warfighter “a learning opportunity” that provides “a better and broader understanding of government and how it functions, especially in relation to Congress.”

The fourth Operation Warfighter participant in the Department is Sergeant Jeffrey Monk, who was wounded in January by an explosive device in Al Fallujah, Iraq, on his second combat tour. Monk works in the Bureau of Diplomatic Security.

“I was welcomed into DS very warmly, and everyone is anxious to help me learn and fit in,” he said.

Program participants get to build their resumes, explore employment interests, develop job skills and gain valuable federal work experience.

When first presented to Department managers in 2005, the concept of Operation Warfighter was unanimously seen as a good idea. Service members also liked the idea, “So we pushed ahead,” said Patrick Brick, the DOD coordinator.

With Director General George Staples’ strong endorsement, the Department placed 11 Operation Warfighter program participants into positions. The Office of Recruitment, Examination and Employment coordinates the program.

When bureaus and offices want to participate in the program, they send REE a short position description of the work that needs to be done, preferably one that does not use Department jargon and has few acronyms. REE said the descriptions should be brief, to-the-point and focused on the participants’ work, and have job titles that will catch participants’ attention.

Numerous Positions

The Department has more than 75 position descriptions under consideration at DOD, several for multiple openings. The positions are in analysis, finance, engineering, general services, human resources, information technology, adminis-

tration, public affairs and security.

Because the program is open to active duty service members and National Guard and Reserve members, many participants arrive with considerable civilian and military experience. REE said the Department has had the most success placing military officers.

When participants are assigned to an agency, their work hours depend on their treatment schedules, and they normally do not work a 40-hour week. The length of the assignments can range from a few weeks to several months.

At a briefing at the Director General’s meeting for Department executive directors in late 2006, DOD’s Brick said that, for many recovering service members, the program is their first work experience outside the military. Although Brick’s office is in DOD’s Military Severely Injured Center, he and representatives from federal agencies periodically interview program candidates at Walter Reed and Bethesda Naval Hospital. ■

The author is a recruiter in REE and coordinates the Department’s efforts on Operation Warfighter.

'Gold Standard'

OMB CALLS DEPARTMENT'S DATA-SHARING SYSTEM THE BEST **BY SHANNON C. GALEY**

Having the right number of people at the right posts with the right expertise is a key goal of the right-sized overseas presence initiative in the 2002 President's Management Agenda. Since approximately 80,000 executive branch personnel from nearly 50 federal agencies make up the U.S. overseas presence, the need to adequately plan and account for these employees is daunting.

To help meet this challenge, the Department of State mandated the use of the Post Personnel System in 2004, and Post Personnel now serves as the official data source for all U.S. personnel serving under chief of mission authority overseas. The Office of Management and Budget has termed Post Personnel the "gold standard," or the best means by which agencies with an overseas presence can meet the PMA's right-sizing goals.

HUMAN RESOURCES SYSTEM

Post Personnel is a human resources management and tracking system that resides in the Web-based Post Administrative Software Suite. It has American, local and Bureau of Overseas Buildings Operations modules.

The American module tracks all author-

ized U.S.-government positions at post and stores pertinent information on the direct-hire employees who hold those positions. The local module supports the administrative and personnel transaction-processing needs for Locally Employed staff hired at post. The OBO module is used for planning the Capital Security Cost Sharing program and the long-range overseas building plans.

Post Personnel resides on 175 servers worldwide. Its data are stored locally and transmitted back to Washington, where the data are captured in the Post Personnel Consolidated Database. The database allows aggregate reporting and data standardization and reconciliation with other personnel systems. For the first time, regional bureaus can use Post Personnel to access accurate staffing data on a nearly real-time basis.

QUALITY IMPROVEMENTS

Post Personnel implementation enabled the Department to eliminate redundant post-specific personnel applications and established a single, uniform software plat-

form for capturing data centrally. OMB's designation of Post Personnel as the gold standard for improving the quality and accuracy of overseas position data reflects how well Post Personnel data can be integrated and/or shared with other financial, inventory and property applications within and outside the Department.

The Bureau of Human Resources has championed these integration efforts, and Post Personnel is now the exclusive data source for the Bureau of Administration's Post Profiles application, the Bureau of Resource Management's International Cooperative Administrative Support Services and

"Post Personnel has resulted in a considerable increase in the confidence of U.S. overseas personnel data."

Mission Performance Plan applications and the OBO's CSCS application.

Peter Keys, HR's chief of overseas human resources applications, noted that several key milestones (see time line) have been met since the Department mandated use of Post Personnel by October 2004.

"Across the board, Post Personnel has resulted in a considerable increase in the confidence of U.S. overseas personnel data," he said. "What began as a small utility application with minimal constraints has

Time Line

Post Personnel Program Milestones

2003

NOV Post Personnel used at 60 missions

2004

FEB Post Personnel Worldwide Implementation Team established

OCT Post Personnel used at all overseas posts



The Post Personnel staff, which also supports HR overseas applications, gathers for a picture.

rapidly evolved into the definitive government-wide resource.”

By centrally capturing data, Post Personnel allows the Department to share position data with 47 other U.S. agencies with an overseas presence. These agencies access their overseas position data in the Post Personnel Global Access System via the Department’s Web-based human resources network. This allows the Department’s agencies, such as the U.S. Agency for International Development, to better validate their overseas positions when supporting the CSCS “data call.”

The CSCS data call was a resource-intensive effort that involved manually gathering current and planned position data from all U.S. missions, for building space

cost-sharing among agencies overseas. By implementing the OBO module in Post Personnel, the Department significantly reduced the costs of managing the data call and decreased lead time for headquarters validation, since posts routinely maintain their CSCS data in Post Personnel.

BEYOND THE DEPARTMENT

HR is further leveraging Post Personnel data for its other human resources management system applications, such as Permanent Change of Station Travel and the Transfer and Evacuation Management System. These integration efforts will help it fully automate the travel message process and better support post evacuations.

HR is also working closely with the

Foreign Service Institute to assist FSI with the integration of Post Personnel data into its student training management system, which will allow FSI to validate the employment of Locally Employed staff registering for training. This will eliminate the manual validation process and increase the accuracy and efficiency of course registrations.

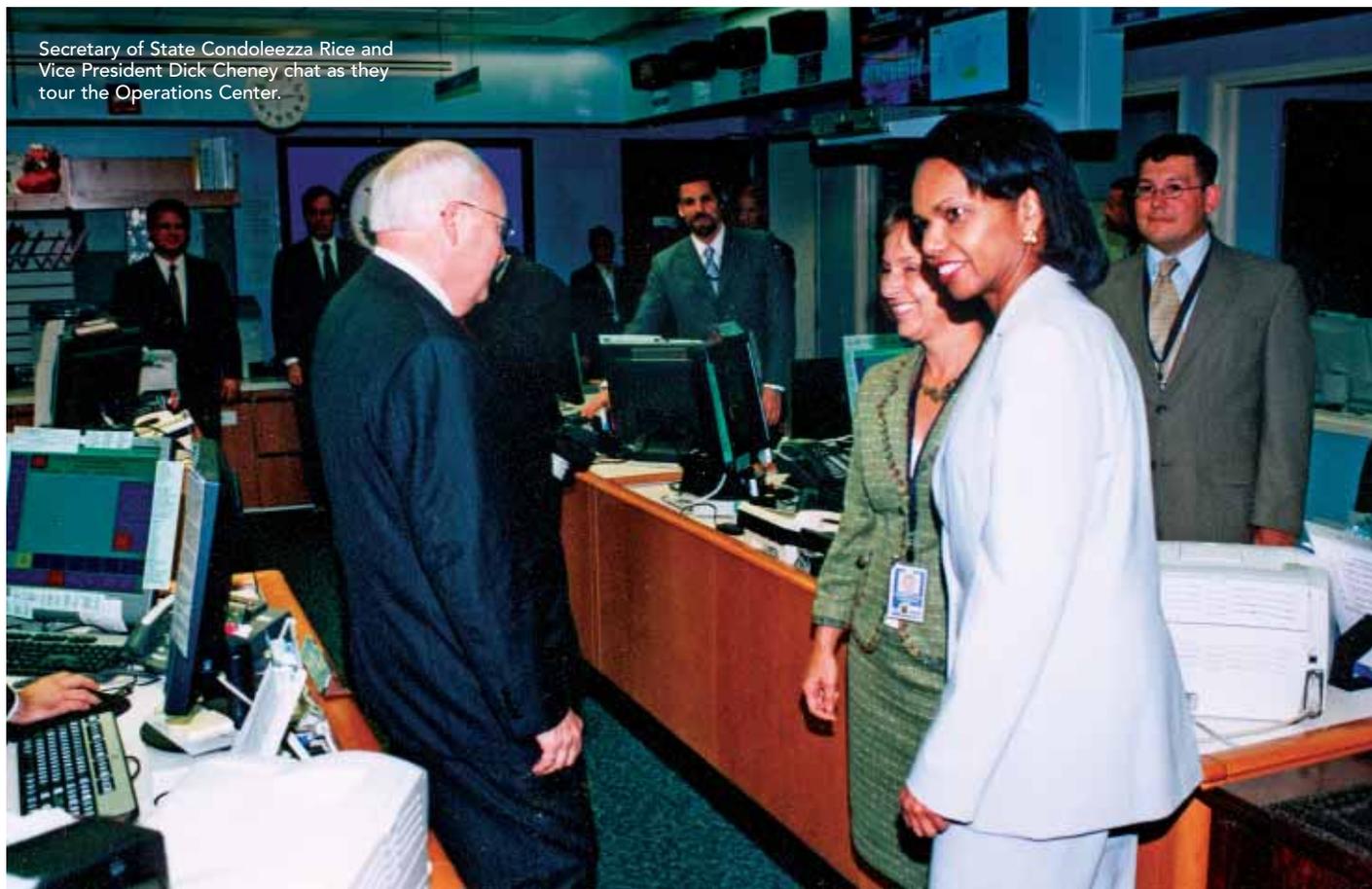
HR is also working with other government agencies to improve the overall accuracy of their overseas personnel data, which will, in turn, assist them in meeting the PMA right-sizing requirements.

More information about Post Personnel is available at <http://hrweb.hr.state.gov/ps>. ■

The author is a communications consultant in HR’s executive office.

2005		2006		2007	
JUN	ICASS uses Post Personnel data	JAN	Post Profiles uses Post Personnel data	MAR	FSI uses Post Personnel for training verification
MAY	Post Personnel Consolidated Database established at Department headquarters	MAR	Post Personnel used at all missions	MAY	ICASS mandates use of Post Personnel position codes
DEC	Data quality/analysis review begun worldwide	JUL	OBO uses Post Personnel data	JUN	Post Personnel data used in Department’s right-sizing report to Congress
		NOV	MSP/RM uses Post Personnel data		
		DEC	Post Personnel data made available to other agencies		

Secretary of State Condoleezza Rice and Vice President Dick Cheney chat as they tour the Operations Center.



Training 'Ops'

Dialing the Operations Center is like calling the Department's equivalent of 911 —It's the nerve center for high-profile information and communications.

The "Ops Center" supports the Secretary, coordinating and placing her calls with foreign counterparts, writing memoranda of conversations and transmitting documents to and from her party when she travels. It also ensures that accurate information gets to the people who need it quickly—

and wakes you up at three in the morning when you're a duty officer. In addition, it produces the Afternoon and Overnight Briefs, spot reports on breaking news and the Watch Alerts that pop up on your computer monitor. And it recruits for task forces and provides support and guidance during crises. It's even

the voice on the phone asking for comment on a news story that interests the Secretary or other Department principals.

NEW ROLE

The Ops Center also now is one of the premier training experiences for newer Department officers. The center's

Watch—the 24-hour-duty office—has always been an intensive professional development experience, giving employees broad exposure to the inner workings of the Department. In the past year, the center's training program has vastly expanded. Once, learning the technical skills needed to "take the chair" on the Watch involved on-the-job-training. Now, watchstanders receive a full week of orientation that includes practicing oral briefings for Department principals and reviewing emergency procedures. Since the center has nearly 100 percent turnover every summer, this extra week helps bring new members of the Watch to top performance quickly.

OPERATIONS CENTER TAKES ON ADDED ROLE **BY SARAH HANKINS**



The Operations Center's Watch team gathers for its official 2006-07 portrait with the Secretary.

As one member of the Ops team put it, the better understanding of customers' needs that comes from training makes the team more effective. Another veteran likened the first few weeks of working in the Ops Center to "drinking from a fire hydrant"—new arrivals take in an overwhelming amount of information. This includes learning the names of principals at the Department, the White House and other federal agencies, using a complex teleconferencing system and writing concise, accurate and timely briefings. The expanded training alleviates the sense of drowning in information, that ops team member observed.

Training doesn't stop when watchstanders start work. This year, Ops developed cross-training experiences that ensure employees get the most out of their time in the center's

seventh-floor operation. Watchstanders cross-train in the center's Crisis Management Support section, learning how to track hot spots around the globe and keep the Department on top of events and able to protect Americans, should a political crisis or natural disaster occur.

CLOSE CONTACT

The Watch also works closely with the Line, the office that reviews most documents coming to the Secretary and supports her overseas travel. This year, watchstanders spent two days with the Line and a few hours with the Secretary's staff and shadowed the Executive Secretariat's "duty deputy," a senior seventh-floor officer who has the final say on which papers are ready for the Secretary the following morning. These training opportunities provided unprecedented profes-

sional experience, clarifying exactly what the Secretary and other principals need to know and when they need to know it. Experience in judging which news stories and issues should rise to the Secretary's attention will become valuable to those officers as their careers progress.

The center's training continuum also provides time to meet informally with senior Department officials, in situations with no agendas other than hearing the officials' views. In addition to a daylong all-hands meeting with guests such as Under Secretary Nicholas Burns, Assistant Secretary Maura Harty and Executive Secretary Harry Thomas, the center's trainees also spent a day at the Foreign Service Institute for team building and discussion about where the Department is headed. Since the 35-member Watch has a 24-hour, seven-day-a-week,

rotating-shift schedule, it was quite a feat to get all of the trainees together in one place at one time—but definitely worthwhile.

The training continuum also fits with an ambitious project to upgrade the center's information technology infrastructure. The center has a new teleconferencing system, Web-based programs and revised training.

But the center recognizes that new technology is not enough and that it is training that supports its goal of seeing that every Ops Center trainee gains sharper skills and an enhanced understanding of U.S. foreign policy. ■

The author is a political officer in the Bureau of Western Hemisphere Affairs and alternative representative to the U.S. Mission to the Organization of American States.

What would you do

in a remote post with very poor medical resources if the following situation occurred: An earthquake collapses the embassy building you are working in. Injured coworkers are calling for help and others seem to be seriously hurt but are not conscious. No medical professionals are present, and it may take quite a while for them to get there. Which of the many victims should you try to help first?

Whether the situation is a natural disaster, a terrorist event or a motor vehicle accident, most of us are not prepared to step in and offer medical assistance. Now, however, thanks to an Emergency Medical Training course, many Foreign Service employees and Locally Employed staff overseas know how to help save lives and make a difference in crisis situations.

The Office of Medical Services developed the EMT course for non-medical employees in the Foreign Service community. The course is being taught at the National Foreign Affairs Training Center and overseas.

Emergency Medical Training Helps Save Lives Overseas

FIRST AID

By Jennifer L. Grise



The EMT course started with ideas a few years ago from Richard Bienia, a regional medical officer then serving as chief of the Emergency Medical Response Section for MED, and Carol Dorsey, then director of the Foreign Service Health Practitioner Program, which plans and coordinates MED's continuing medical education program.

"It was clear that nowhere in the world would the State Department have sufficient medical personnel to manage a true mass casualty situation without the involvement of folks who have learned to take care of themselves," Bienia says.

Dorsey adds, "Having served in some fairly austere postings during my career, I have always believed that emergency medical training was an essential skill set that should be incorporated into the basic training for Foreign Service officers, right up there with security awareness and other emergency preparedness courses."

The objective of the course is to make Foreign Service community members better prepared and more self-reliant in the face of medical emergencies, particularly those that could occur in settings where an emergency medical response system does not exist or is not working as expected. The course includes medical triage, advanced first-aid techniques, search-and-rescue techniques and a discussion of disaster-coping techniques.

Edith Gidley, the Foreign Service Health Practitioner who acts as the current MED adviser for the course, says, "Our students learn how to size up an emergency situation and really enjoy the hands-on part of the class, putting their skills to use right away in our mock disaster scenarios."

In a collaborative effort, the Crisis Management Training Division of the Foreign Service Institute's School of Leadership and Management, MED and the Bureau of Human Resources have moved the course from a pilot to a required course taught on a regular basis. Dean Haas of the

Office of Career Development and Assignments says all Foreign Service generalists and specialists are now being enrolled in the course before going overseas.

Instructors for the FSI class, contracted from All Source Consulting Group, have come from urban search-and-rescue backgrounds and worked in either overseas or remote rescue environments. Bruce Alexander, president and founder of All Source, says, "The instructors know that it's not if, but when the course participants will be called on to the use skills they learn in this class. They know firsthand the type of environment Foreign Service employees have to face every day."

Overseas, the emergency medical course is taught by the health care professionals from embassy health units, using the same

consist of 8-12 volunteers, predominately locally engaged staff, to whom the local-hire nurses and I have given the eight-hour training. In Delhi, we have also assembled a responder kit of basic and intermediate first-aid supplies assigned to each medical responder. Each time I visit my regional posts, I now give refresher classes using practice scenarios."

Gail Sims, FSHP in Kuwait, gives each participant an opportunity to triage a group of patients during the class.

"Health Unit Kuwait plans to do case scenario drills to test skills throughout the year, using mock trauma costumes and makeup for 'victims' and having a three-person rescue group respond," she says.

Medical Director Dr. Laurence Brown is pleased that MED has been able to provide



Two Emergency Medical Training students practice simple triage and rapid treatment of a mock victim.

course objectives, syllabus and teaching materials, but adapted to each particular post. The course is taught to LE staff, employees and eligible family members of all foreign affairs agencies. The course focus is often on preparing to make the post's Emergency Action Plan real, by running mass-casualty incident drills.

In New Delhi, RMO Christine Hughes says that "we have established medical responder teams at each of the posts. They

the leadership and expertise needed to get this crucial training off the ground.

"The success of the course has been due to everyone's concerted efforts as a team," he says. "With FSI, HR and MED working together, we've been able to provide innovative, practical training useful for any emergency." ■

The author is deputy director of the Foreign Service Health Practitioner Program.



U.S. Ambassador to the Marshall Islands

Clyde Bishop of Delaware, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of the Marshall Islands. Previously, he was consul general in Santo Domingo. He also served as principal officer in Naples. His other overseas postings include Hong Kong, Bombay, Rio de Janeiro, Korea and Palermo. He is married and has two children.



U.S. Ambassador to Indonesia

Cameron R. Hume of New York, a career member of the Senior Foreign Service, class of Career Minister, is the new U.S. Ambassador to the Republic of Indonesia. He was most recently chargé d'affaires in Khartoum and served previously as ambassador to South Africa and Algeria. His other overseas postings include Beirut, Damascus and the Holy See.



U.S. Ambassador to Iraq

Ryan C. Crocker of Washington, a career member of the Senior Foreign Service, class of Career Ambassador, is the new U.S. Ambassador to the Republic of Iraq. Previously, he was ambassador to Pakistan. He has also been ambassador to Syria, Kuwait and Lebanon. He worked for the Coalition Provisional Authority in Iraq and as deputy assistant secretary for Near Eastern Affairs. His other overseas postings include Iran, Qatar, Egypt and Afghanistan. He is married.



U.S. Ambassador to Laos

Ravic Rolf Huso of Hawaii, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Lao People's Democratic Republic. Previously, he was foreign policy adviser to the Commander, U.S. Pacific Command. Before that, he was deputy chief of mission in Bangkok. His other overseas postings include Burkina Faso, Burundi, Malaysia and Niger. He was a Peace Corps volunteer in Senegal.



U.S. Ambassador to Belgium

Sam Fox of Missouri, a businessman and civic activist, is the new U.S. Ambassador to Belgium. He is the founder of Harbour Group Ltd., a private company specializing in the acquisition, development and operation of high-quality companies. He has contributed extensively to cultural, educational and charitable institutions in St. Louis and served as a trustee of Washington University, his alma mater. He is married and has five children.



U.S. Ambassador to Malaysia

James R. Keith of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to Malaysia. Previously, he was deputy director of the Avian Influenza Action Group. His overseas postings include Beijing, Jakarta, Seoul and Hong Kong, where he was consul general. He served on the National Security Council and as a deputy assistant secretary in the Bureau of East Asian and Pacific Affairs. He is married and has six children.



U.S. Representative to the United Nations

Zalmay Khalizad of Maryland, a defense and foreign affairs specialist and former ambassador, is the new U.S. Permanent Representative to the United Nations. Previously, he was ambassador to Iraq and, before that, ambassador to Afghanistan. He has held other high-level positions at State, the Department of Defense and the National Security Council. He founded the Center for Middle Eastern Studies at RAND.



U.S. Ambassador to Madagascar and Comoros

R. Niels Marquardt of California, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Madagascar. He is to serve concurrently as ambassador to the Union of Comoros. Previously, he was ambassador to Cameroon and concurrently to Equatorial Guinea. His other overseas assignments include Germany, France, Thailand and Congo. He was a Peace Corps volunteer in Rwanda. He is married and has four daughters.



U.S. Ambassador to Timor-Leste

Hans G. Klemm of Michigan, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Democratic Republic of Timor-Leste. Previously, he was minister-counselor for economic affairs in Tokyo. His other overseas postings include Bonn, Seoul and Port of Spain. He is married.



U.S. Ambassador to Estonia

Stanley Davis Phillips of North Carolina, a businessman, civic leader and state official, is the new U.S. Ambassador to the Republic of Estonia. Previously, he was chairman and CEO of Phillips Industries, Inc. He was Secretary of Commerce and chairman of the Economic Development Board in North Carolina. In the former capacity, he organized many trade missions to Europe, Asia and the Middle East. In 1999, he chaired the World Games of the Special Olympics. He is married and has four daughters.

retirements

FOREIGN SERVICE >>>

Busch, Cheryl D.
Dee, Diane
Frisbie, Russell Louis
Garcia, Ricardo
Grey, Thomas Francis
Jenkins, James K.
Koch, Barbara L.

Marcott, Lauren Hueber
Nemeth, Winkle W.
Purnell, Jon R.
Rasari, Viliame
Rollison, Brenda M.
Wasilewski, Roman Hugh

CIVIL SERVICE >>>

Bonnell, Melinda V.
Carr, Anja L.
Erskine, Linda E.
Evans, Rachelle Y.
Ferrell, Dorothy M.

Krasner, Stephen David
Lyles, Carolyn M.
McGill Jr., Edmond
Anthony
Schol, Philip P.

Schultz, Jeannette Marie
Smith, Phyllis M.
Stuart, Diane Sue
White, Bruce N.

Student Records Online

Need your class schedule or an unofficial transcript of training taken through FSI? Visit the FSI Registrar's Office Web page on the Department of State OpenNet at <http://fsi.state.gov/admin/reg>.

Leadership Training

Leadership training is mandatory for Foreign Service and Civil Service employees at the FS-03/GS-13 levels and above to ensure that they have the necessary preparation for increasing levels of responsibility. FSI's Leadership and Management School offers the required courses to meet these mandatory training requirements and other leadership courses for all FS and GS employees.

Senior Policy Seminars

FSI's Leadership and Management School offers professional development and policy seminars for senior-level executives of the Department and the foreign affairs/national security community.

For more information, contact FSI's Leadership and Management School at (703) 302-6743, FSILMS@state.gov or <http://fsiweb.fsi.state.gov/fsi/lms>.

MANDATORY COURSES

- FS-3/GS-13**
PK245 Basic Leadership Skills
- FS-2/GS-14**
PT207 Intermediate Leadership Skills
- FS-1/GS-15**
PT210 Advanced Leadership Skills
- Managers and Supervisors**
PT107 EEO Diversity Awareness for Managers and Supervisors
- Newly Promoted FS-OC/SES**
PT133 Senior Executive Threshold Seminar

Dates for FSI Transition Center Courses are shown below. For information on all the courses available at FSI, visit the Schedule of Courses on OpenNet at <http://fsi.state.gov>. See Department Notices for announcements of new courses and new course dates and periodic announcements of external training opportunities sponsored by FSI. For additional information, please contact the Office of the Registrar at (703) 302-7144/7137.

Security		Aug	Sept	Length
MQ911	SOS: Security Overseas Seminar	13,27	10,24	2D
MQ912	ASOS: Advanced Security Overseas Seminar	7	18	1D
MQ914	YSOS: Youth Security Overseas Seminar	7,14		1D
Foreign Service Life Skills		Aug	Sept	Length
MQ111	Making Presentations: Design to Delivery	6		2D
MQ115	Explaining America		5	1D
MQ116	Protocol & U.S. Representation Abroad	4,18	8	1D
MQ703	Post Options for Employment & Training	16		1D
MQ250	Young Diplomats Day	13		1D
MQ703	Post Options for Employment & Training	16		1D
MQ802	Communicating Across Cultures	11		1D
MQ950	High Stress Assignment Outbrief	31	13,28	1D
Career Transition Center		Aug	Sept	Length
RV101	Retirement Planning Seminar		24	4D
RV103	Financial Management & Estate Planning	2	26	1D
RV104	Annuities, Benefits and Social Security	1	25	1D

Length: H = Hours, D = Days, W = Weeks

FasTrac Distance Learning: Learn at Your Own Pace, When and Where You Want!

All State Department employees, FSNs and EFMs are eligible. With your FasTrac password, you may access the entire FasTrac catalog of more than 3,000 courses, from home or office (Intranet or Internet). Courses cover numerous topics, such as project management, computer skills and grammar and writing skills,

as well as soft skills such as leadership. To view the FasTrac catalog, visit the FasTrac Web site at <http://fsi.state.gov/fastrac>.

FSI Distance Learning

An extensive menu of FSI-developed distance learning courses is also available to eligible participants on the FSI learning management system. See (U) State 009772 dated February 14, 2005, or the FSI Web page (Distance Learning) for information.

Tareyne A. Abraham, 26, a member of the Locally Employed staff at the U.S. Embassy in Port of Spain, Trinidad and Tobago, died suddenly on May 15. She had worked at the embassy for more than five years.



Dorothy G. Bastiani, 73, wife of retired Foreign Service officer Carl A. Bastiani, died April 5 of colon cancer in Rockville, Md. She accompanied her husband on overseas postings to Naples, Bucharest, Genoa, Rome, Krakow and Turin. After his retirement, she resumed

her career as an occupational therapist. She enjoyed oil painting, sewing and travel.

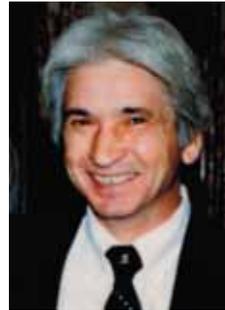


Chester Earl Beaman, 91, a retired Foreign Service officer, died of congestive heart failure May 3 in Arlington, Va. He served in the Army during World War II and joined the Department in 1949. His

overseas postings included Frankfurt, Bonn, London, Cardiff, Beirut, Cairo, Port Said, Manila, Damascus and Valetta. After retiring in 1972, he was a personnel management consultant until 1998. He enjoyed genealogical research, model railroads, travel and photography.



Margret L. Brunner, 87, a retired Foreign Service employee, died April 30 in Monterey, Calif. Her overseas assignments included Durban, Geneva, Düsseldorf and East Berlin. She retired in 1980.



Louis J. Carlucci, 61, a retired Foreign Service officer, died April 24 of cardiac arrest in Stafford, Va. He served in the Coast Guard before joining the Department in 1967 and the Foreign Service in 1987. His overseas postings

included Lima, Mexico City, Munich and Port of Spain. After retiring in 1999, he worked in the Office of Transportation as a packing inspector. He enjoyed riding his motorcycle.



Rivca Sara Cohn, 71, a retired Civil Service employee, died April 27 in Bethesda, Md. She lived in Rockville, Md. She was born in Israel and served in the Israeli military and Foreign Service. She joined the Department after becoming a

U.S. citizen in 1973 and retired in 2006. She worked overseas on temporary duty in Geneva, China, Hong Kong, Jerusalem and Gaza, and served on many task forces, most recently the 9/11 Task Force. She loved languages and enjoyed bowling and genealogy.



Maria Josefina Gross, 76, widow of retired Foreign Service officer Kurt F. Gross, died March 27. She was born in Vienna, Austria, and met her husband there while working at the U.S. Embassy. She accompanied him to overseas assign-

ments in Tokyo, Bangkok, Bonn, Zagreb, Berne, Harare and Belgrade. She enjoyed cooking, gardening and cross-stitching.



Eileen Janus, 79, a retired Foreign Service secretary, died May 11 in Santa Fe, N.M. She joined the Department in 1956 and retired in 1993. Her overseas postings included Indonesia, Saudi Arabia, Tokyo, Burma, Buenos Aires, Monterrey, Paris, Rome, Zurich and Geneva.

Jack B. Kubisch, 85, a retired Foreign Service officer, died May 7 in Southern Pines, N.C. He served in the Navy during World War II. His overseas postings included Brazil, France, Sri Lanka, Mexico and Greece, where he was ambassador. As chargé d'affaires in France, he assisted with the Vietnam peace negotiations. He also served as assistant secretary for Inter-American Affairs and vice president of the National Defense University. He retired in 1979.



Verne L. Larson, 90, a retired Foreign Service officer, died May 18 in Palm Coast, Fla. He worked on Lend-Lease, then served in the Army during World War II, receiving three bronze stars. He rejoined the Department in 1946 and joined the Foreign Service in 1955. He served overseas in Caracas, San Jose, Berlin and Bogotá.



Laurie C. Laurance, 66, a retired Foreign Service facilities manager, died Nov. 30 of lung cancer in Cape Coral, Fla. He served in the Navy before joining the Department. His overseas postings included Yemen, Guyana, Pakistan, Egypt and Indonesia. After retiring in 2003, he enjoyed life and nature in Florida.

John J. Leech, 78, a retired Foreign Service officer, died March 22 in Manassas, Va. He was an Army veteran who served in Defense attaché offices in Lima, Quito and Mexico City. With the Department, he served overseas in Vietnam, Malaysia, Cambodia, Laos, Iran and Panama. His daughter Theresa is a Foreign Service officer.



Howard L. McGowan, 63, a retired Foreign Service officer, died May 18 in Arlington, Va., of complications following heart bypass surgery. He joined the Department in 1965 and served overseas in Portugal, Vietnam, Angola, Brazil, Cape Verde (where he was chargé d'affaires) and El Salvador. After retiring in 1993, he worked as a rehired annuitant at posts throughout Africa. Shortly before his death, he was working for the Sudan Programs Group in the Bureau of African Affairs.

Nils William Olsson, 97, a retired Foreign Service officer, died March 20 in Winter Park, Fla. He served in the Navy during World War II before joining the Department in 1950. His overseas postings included Iceland, Sweden and Norway. After retiring in 1967, he helped found the Swedish Council of America and launched the quarterly journal *Swedish American Genealogist*, which he edited until 1997.



William M. Owen, 86, a retired Foreign Service officer, died April 6 of congestive heart failure in Washington, D.C. He served in the Army during World War II. He joined the Department as an intern in 1948 and served overseas in Paris, Stockholm, Manila, London, Rangoon and Bangkok. He retired in 1977, but worked for the Department again during the mid-1980s.



Thomas P. Shoemith, 85, a retired Foreign Service officer, died April 26 of cancer in Springfield, Va. He served in the Army during and after World War II. He joined the Department in 1951, entered the Foreign Service in 1955 and retired in

1987. His overseas postings included Hong Kong, Seoul, Tokyo, Fukuoka and Malaysia, where he was ambassador. After retirement, he was active in the Japan-America Society of Washington.



Glenn Harold Sorenson, 89, a retired Civil Service and Foreign Service employee, died April 27 of aortic stenosis in Woodbridge, Va. He served in the Army during World War II. He designed electronic systems and operated simulta-

neous interpreting systems for press briefings and international conferences. He retired in 1979. He volunteered at the National Park Service's Oxon Hill Farm and twice delivered the national Christmas tree to the White House.

Etta Thurmond, 79, a retired Foreign Service nurse practitioner, died May 4 in Kerrville, Texas. She joined the Foreign Service in 1977. Her overseas postings included Bucharest, Quito, Mogadishu and Karachi. She retired to Kerrville in 1993 and worked as a nurse at a girls' summer camp.



Otto Herman Wagner, 89, a retired Foreign Service officer, died January 25 in Minnesota. He served in the Army during World War II. He joined the Department in 1960 and served overseas in Guadalajara, Hong Kong, Sydney and

Manila. He retired in 1970. He enjoyed playing the piano, accordion, harmonica and organ.

Phillip Joseph Walls, a retired Foreign Service officer, died March 16 in Berlin, Md. His overseas postings included Rio de Janeiro, Moscow and Ankara. He also served in the Army. He loved classical music, travel, reading, history and foreign affairs.

IN THE EVENT OF A DEATH

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.

Presidents, Artists and Veterans

This mid-summer issue features our traditional peeks at some of the Department's ongoing programs, such as Foreign Affairs Day and Take Your Child to Work Day. We also take you to some seldom-seen areas where colleagues are making a difference in sensitive parts of a dangerous world.

Diplomatic Security usually operates in the background; the less visibility, the better. But in this issue, we offer a rare glimpse of our security specialist colleagues at work on a high-profile mission—protecting Liberia's first female president, Ellen Johnson Sirleaf, during her 2006 inauguration. The mission, which came directly from Secretary Condoleezza Rice, also included molding Liberia's Special Security Service into a professional presidential protective force. Their efforts went a long way to help stabilize a volatile country.

In another area of Africa recovering from years of instability and division, the public affairs section at the U.S. Embassy in Abidjan took a different diplomatic path. Working with the Office of Citizen Exchanges and an arts management consultant, the embassy initiated a whirlwind program to boost Côte d'Ivoire's struggling arts community. Stressing the quality of the artists' work, the power of promotion and strength in numbers, the program led to a new Federation of Artists and Artisans of Côte d'Ivoire—and a brighter future for all Ivorian artists.

A grateful nation should always welcome back its wartime warriors, especially those

wounded in action. So when the Department of Defense announced Operation Warfighter, a program designed to provide wounded service members with meaningful, temporary activity outside the



hospital environment and help them return to the military or civilian workforce, the Department responded with enthusiasm and jobs. More than 25 bureaus and offices posted more than 75 position descriptions for consideration at DOD.

Coordinated at State by the Office of Recruitment, Examination and Employment, the program allows veterans to build resumes, explore other employment interests, develop new job skills and gain valuable federal work experience. And as one veteran noted about his

experience at State, the program leaves them with “a real feeling of accomplishment at the end of the day.”

Just about everyone recognizes the Department's Operations Center as State's nerve center for high-profile information and communications. In just the past year, it has also grown into one of the premier training experiences for newer Department officers. One Ops team member likens the information flow during the first few weeks in the Center to “drinking from a fire hydrant.”

Last but not least, a final salute to our colleagues en route to their final posting: *Tareyne A. Abraham; Dorothy G. Bastiani; Chester Earl Beaman; Margret L. Brunner; Louis J. Carlucci; Rivca Sara Cohn; Maria Josefina Gross; Eileen Janus; Jack B. Kubisch; Verne L. Larson; Laurie C. Laurance; John J. Leech; Howard L. McGowan; Nils William Olsson; William M. Owen; Thomas P. Shoemith; Glenn Harold Sorenson; Etta Thurmond; Otto Herman Wagner; and Phillip Joseph Walls.*

Rob Wiley

Rob Wiley
Editor-in-Chief



Questions? Comments?
statemagazine@state.gov

COMING IN SEPTEMBER

- Department Inner-View—Under Secretary R. Nicholas Burns
... and much more!

TOP FIVE THINGS I WOULD DO IF I WAS AMBASSADOR

by F. Burston Witworth



DELEGATE TO DEPUTY CHIEF OF MISSION ALL EMBASSY DUTIES EXCEPT THOSE EITHER AMUSING OR FUN

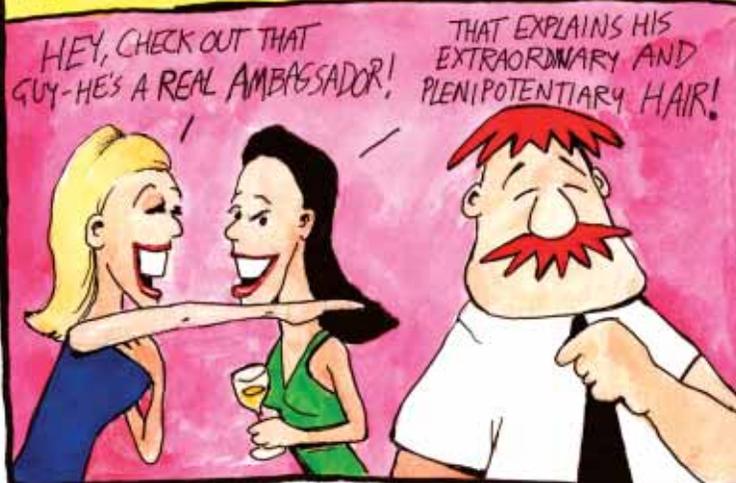


START COUNTRY TEAM MEETINGS WITH EVERYONE SHARING WHAT THEY ADMIRE MOST ABOUT ME

SEND SPECIALLY PRINTED T-SHIRTS TO ALL THOSE WHO SNUBBED ME IN HIGH SCHOOL

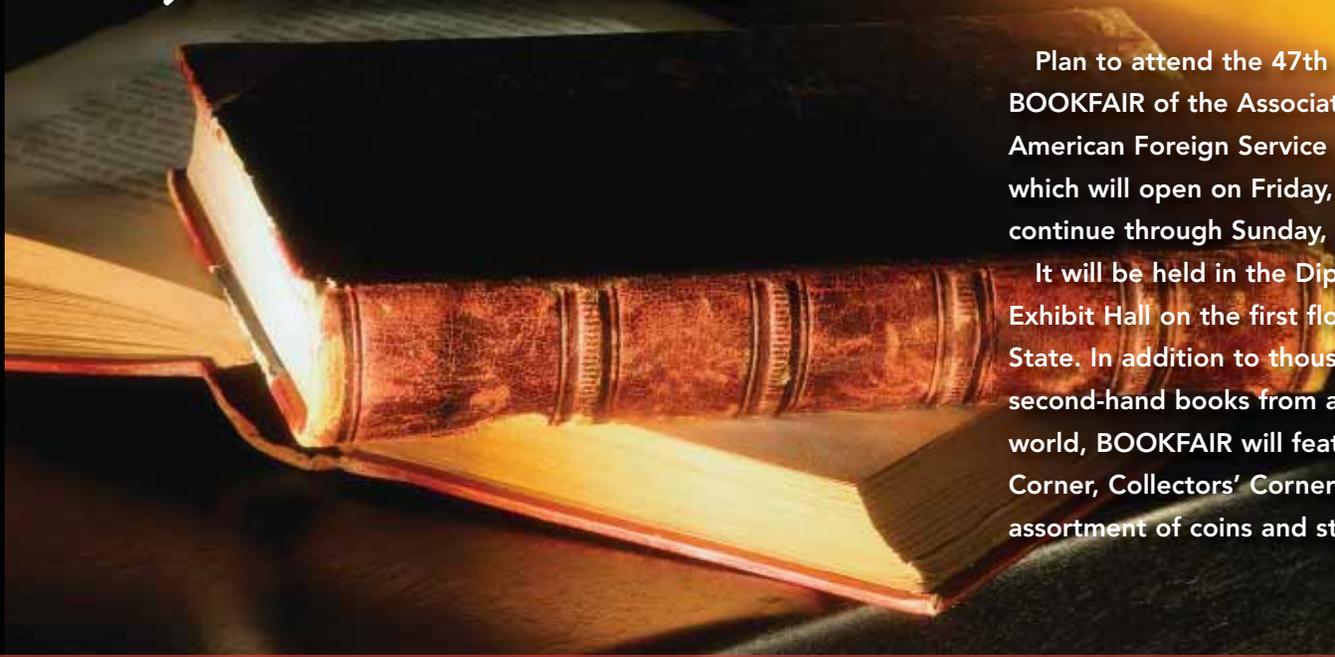


FLY THE FLAGS FROM ALL OF MY AMBASSADORIAL VEHICLES



AGGER-2007

* JULY/AUG. 2007



Plan to attend the 47th annual BOOKFAIR of the Associates of the American Foreign Service Worldwide, which will open on Friday, Oct. 13, and continue through Sunday, Oct. 21.

It will be held in the Diplomatic Exhibit Hall on the first floor of Main State. In addition to thousands of second-hand books from all over the world, BOOKFAIR will feature the Art Corner, Collectors' Corner and an assortment of coins and stamps.

Think of Fall—and BOOKFAIR



U.S. Department of State
Bureau of Human Resources
Washington, DC 20520

Official Business
Penalty for Private Use

PERIODICALS
POSTAGE AND FEES
PAID
DEPARTMENT
OF STATE
ISSN 1099-4165

If address is incorrect, please indicate change. Do not cover or destroy this address label.
POSTMASTER: Send changes of address to:

State Magazine
HR/ER/SMG
SA-1, Room H-236
Washington, DC 20522-0108